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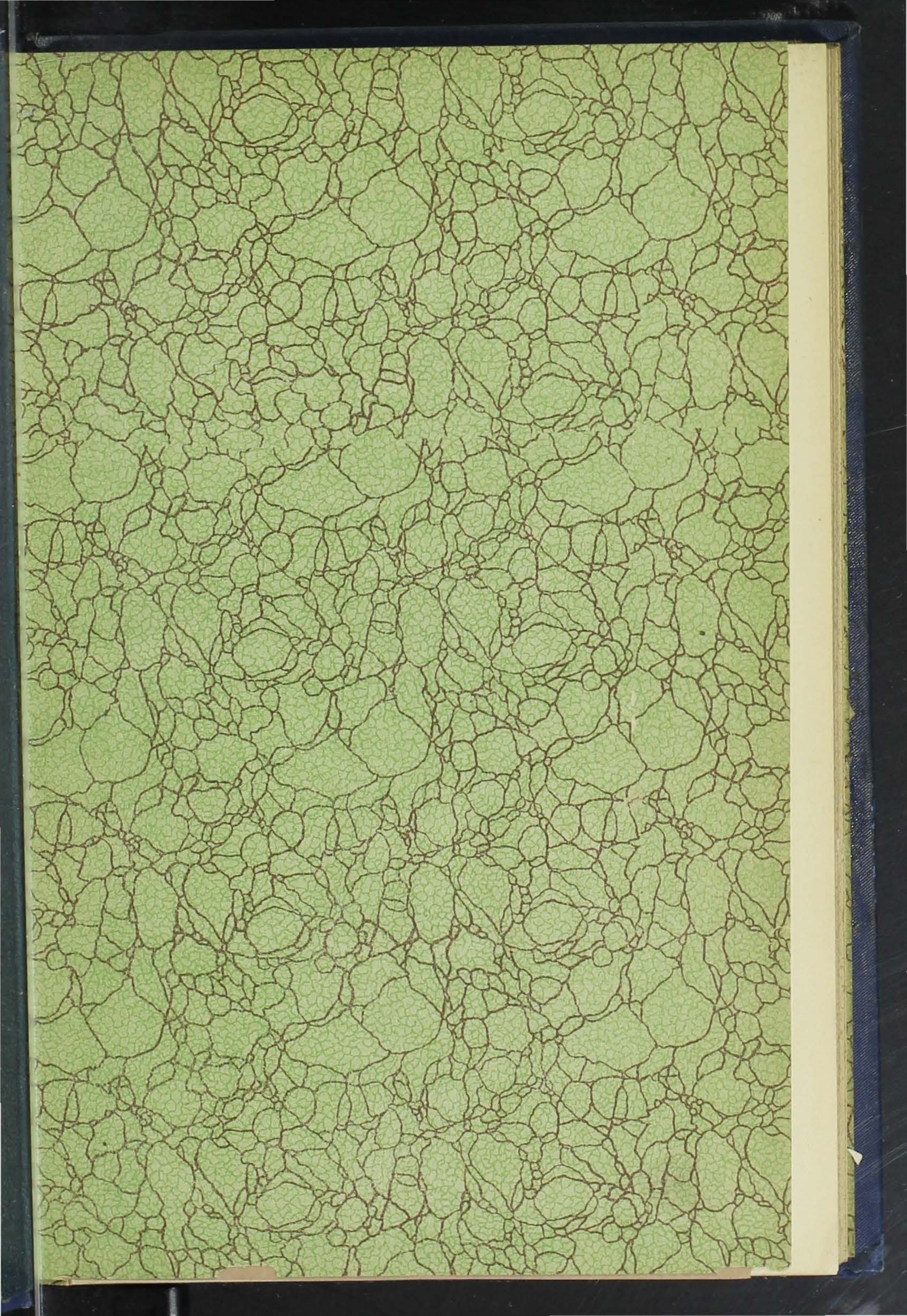


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# REPORT

TO THE

WITHDRAWN  
IOWA STATE LIBRARY

THIRTY-FIRST GENERAL ASSEMBLY  
OF THE COMMITTEE ON

## State Educational Institutions

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APPOINTED BY THE  
THIRTIETH GENERAL ASSEMBLY.

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DES MOINES  
BERNARD MURPHY, STATE PRINTER  
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LIBRARY  
OF THE  
MUSEUM OF  
COMPARATIVE ZOOLOGY  
AT HARVARD UNIVERSITY  
CAMBRIDGE, MASS.



## REPORT OF COMMITTEE.

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### To The Thirty-First General Assembly:

The committee appointed by the joint resolution No. 7, of the Thirtieth General Assembly, to investigate the system of management and affairs of the state educational institutions of Iowa, beg leave to report as follows:

By the terms of said resolution the committee was directed to inquire into the entire system of management and affairs of said educational institutions, their business management and educational policies and to make the Thirty-first General Assembly a detailed report of its findings and conclusions, supported by all the facts and supplemented by a comparison and examination of the methods elsewhere employed.

After the appointment of this committee as provided by the terms of the resolution, it organized by electing Mr. Whipple chairman and Mr. Langan secretary.

The committee visited each of the educational institutions of Iowa, the universities of South Dakota, Minnesota and Wisconsin and the Northwestern University of Evanston, Illinois. At Iowa City and at Ames, the evidence was taken by stenographers and was afterwards transcribed and a copy furnished to each of the members of the committee. At Cedar Falls and at each of the other places visited, questions were submitted to be answered by the presidents and others connected with the several institutions. A copy of all the testimony taken at the places visited, including testimony given by other prominent educators is now on file in the office of the secretary of state.

### STATE UNIVERSITY.

The State University, is by the constitution, permanently located and established at Iowa City.

Constitution, Article 11, section 8.

**Government—Board of Regents—Powers.**—It is governed by a board of regents, composed of the governor, the superintendent of public instruction and one member from each congressional district. It has power to appoint a president and the requisite number of professors and tutors, with such other officers as it may deem expedient, and fix the compensation to be paid them, including that of the secretary and treasurer, and the amount to be paid for tuition. The secretary and treasurer are elected by the board, which has power to remove any officer or employe connected with the University when in its judgment the good of the institution so requires. The board is authorized to sell university lands, upon such terms as it shall prescribe, at

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any regular meeting or one called for that purpose. It may invest funds in manner as provided by section 2638 of the Code and it may from time to time expend of the income of the university fund such portion as it may find expedient in the purchase of apparatus, library and a cabinet of natural history, and may provide suitable means to preserve and keep the same, and procure other necessary facilities for instruction.

Code, sections 2609, 2635, 2638, 2639.

**Compensation.**—Regents of the university and trustees of the other educational institutions are allowed four dollars for each day actually and necessarily engaged in the performance of official duties not exceeding thirty days in any one year, and mileage at the rate of five cents per mile. Claims for compensation and mileage must be itemized, showing the date of such service and the nature thereof and must be certified to by the president and secretary of the board. They must then be filed with the auditor of state, who shall compute the mileage due each claimant by the nearest travelled route from his home to the place of meeting, and shall enter such mileage upon the claim, and, if it be found to be in due form of law, the auditor shall draw his warrant upon the treasurer of state for the amount of such attendance and mileage. No other or further compensation is allowed any member of the board, except, that the limitation of thirty days does not apply to the building committee, which shall not consist of more than three members. The compensation of the members of such committee is limited to sixty days attendance in any one year.

Code, sections 12, 2617, 2618.

Further as to regents and trustees of the state educational institutions, see chapter twenty-one of the Code.

**Meetings.**—The regular meetings are held in January, April, June and September or October of each year. The governor may call special meetings when found expedient, or they may be called by the secretary of the board upon the written request of any three members thereof.

Code, section 2635.

**Reports.**—On the first day of October preceding the meeting of the general assembly, the president of the university shall make a report to the board of regents, which shall exhibit the condition and progress of the institution, the different courses of study pursued, the branches taught, the means and methods of instruction adopted, the number of students, their names, classes, and residences, with such other matters as he may regard important. The board of regents, on the fifteenth day of October in each odd-numbered year, shall make report to the governor, which report shall show the number of professors, tutors, and other officers, the compensation of each, the condition of the university fund, the income received therefrom, the amount of expenditures with the items thereof, and such other information and such recommendations as it shall regard important.

Code, section 2641.

**Secretary of the Board of Regents.**—The secretary is elected by the board and holds his office at its pleasure. Section 2636 of the



Code provides that he shall keep a record of the proceedings of the board; also of the university lands sold, when and to whom sold, the price and terms of sale, the portion of the purchase money paid, and date thereof, the amount due on each sale, from whom, how secured, and when payable, the lands remaining unsold, where situated, their appraised value, if appraised. if not, their estimated value, the permanent fund of the university and how invested, the amount of each kind of bond, if any, with the date thereof and when due, the interest thereon and when and where payable, the amount of each note, if any, when made, to whom payable, how secured, the rate of interest, and when and where payable. All conveyances or other instruments, when made, shall be recorded in the manner above set forth, and he shall countersign and register all orders drawn upon the treasurer, keeping an accurate record thereof. He shall give bond in such sum as the board may require for the faithful discharge of his duties, with sureties to be approved by and filed with the secretary of state.

The duties of the secretary are further defined by the action of the board. Most of the supplies are purchased through him. The printing is done through him. He receives bids for most of the purchases and contracts are made with the lowest responsible bidder. Bills for goods purchased are filed in his office. They are approved by the party who received them, showing that they were received, and the person that has ordered the purchase O. K.'s them as to being correct. The secretary re-foots the bills in his office, and stamps them showing the re-footing. The bills are then presented to the executive committee and each of them are gone over by each member of the committee and the finding is endorsed on the back thereof. It is also the practice of the president of the university and secretary of the board to run over the bills and if for any reason they think special attention should be called to any bill, it is laid aside and the attention of the executive committee is called to it.

**Accounts.**—The secretary keeps an account with the various departments of the institution. Each department is credited with the amount of money due from appropriations made as fixed and determined by the board of regents at its meetings in June of each year. The account is charged from time to time with the amounts paid out for salaries and expenses. Balances are made every thirty days and right after the allowance and approval of bills by the executive committee. The balance book as kept by the secretary shows the exact condition of any department fund, at any time. Every warrant issued is receipted for by the party receiving it.

**University Funds.**—The university has eighteen different funds. They are:

1. Income fund.
2. Building tax fund.
3. Special land fund.
4. Medical building fund.
5. The Carr scholarship fund.



6. The Bryan prize fund.
7. The Lowden prize fund.
8. The repair and contingent fund.
9. The donated land fund.
10. Law Loan and Book Account.
11. Gymnasium and armory fund.
12. Natural science building fund.
13. Equipment and supply fund.
14. New medical buildings.
15. Paving and sidewalk fund.
16. Tunnel and extension fund.
17. Engineering building fund.
18. Dam and water power fund.

Separate vouchers are drawn on the separate funds.

**Income Fund.**—The largest is the income fund. From this fund is paid the salaries and expenses of all the colleges. Last year (1904-1905) the income for the support of the University from all sources, outside of what was expended for buildings, but counting repair and special appropriations for library and things of that kind was in the neighborhood of \$270,000.00. (Judge Babb, Transcript, page 3.)

"The amount of money that goes into the salaries is about 65 per cent of our total income fund; the amount of money that goes into fixed charges is 16 per cent. The rest represents library and departmental supplies." (McChesney, Transcript, page 64.)

The board before making its appropriations for the year makes an estimate as to the income. "We estimate what our income will be for the entire year.

We receive in the support fund from the state.....	\$185,000
We receive for repair and contingent fund..	7,500
(These items are annual.)	
We receive from a special appropriation for the library..	10,000
Tuitions, matriculation and diploma fees.....	50,000
Interest on permanent fund .....	11,750
Breakage deposits .....	250
Dental clinic fees .....	5,000
Rents and miscellaneous items .....	500
	<hr/>
	\$270,500

This is an approximate statement of our income for the present year, 1904-1905." (McChesney, Transcript, 66-67.)

Following is a statement of the total income of the University from all sources and for all purposes as furnished by Secretary McChesney, for the fiscal year ending June 30, 1904:

**From State Appropriations:**

Code, 1897, Sec. 2643, support.....	\$ 65,500.00
27th G. A., Ch. 142, Sect. 1, support.....	10,000.00
28th G. A., Ch. 152, Sect. 2, support.....	50,000.00
29th G. A., Ch. 183, Sect. 2, support .....	35,000.00
29th G. A., Ch. 183, Sect. 2, special fund.....	27,000.00



29th G. A., Ch. 171, Sect. 2, 1-5 mill, building tax.....	96,000.00
29th G. A., Ch. 183, Sect. 2, repair and contingent.....	5,000.00
29th G. A., Ch. 183, Sect. 2, equipment, new medical building .....	35,000.00
	<hr/> \$323,500.00

**Productive Funds:**

Building fund, material sold .....	\$ 80.64
Special land fund, material sold .....	798.03
Donated land fund, rents, etc.....	539.85
A. Whitney Carr free scholarship income fund .....	2,470.39
F. O. Lowden, oratory prize income fund .....	175.00
W. J. Bryan prize income fund .....	3.62
	<hr/> \$4,067.53

**From Miscellaneous Sources:**

Tuitions .....	\$50,836.75
Diploma fees .....	890.00
University hospital receipts .....	14,683.85
Homeopathic hospital receipts .....	5,365.30
Law loan book account .....	355.00
Rents .....	274.09
Laboratory deposits, net.....	287.58
Miscellaneous cash .....	695.74
	<hr/> \$91,369.65

The total cash receipts for 1903-1904, as itemized above amount to \$418,937.18.

Q. How will that compare with your receipts for the following biennial period?

A. I would say that there will be a little increase. For instance, the last general assembly gave us \$25,000 annual support fund. That is permanent. And they gave us \$7,500 repair and contingent fund, in place of \$5,000 before." (Transcript, 66-69.)

**A. Whitney Carr Fund.**—A. Whitney Carr is a resident of Jordan, New York. He is without heirs. He gave \$50,000 to the University, to help deserving poor students, making the conditions. The gift was accepted by the board of regents and the executive council on behalf of the state, under provisions made in the Code. (Transcript, 67-68.)

**Interest on Permanent Funds.**—The item of "interest on permanent funds" referred to in the foregoing statement, is the interest on a fund obtained by the sale of land granted to the University. The fund amounts to \$235,000 in round numbers.

**Rent.**—We have, in round numbers, about 2,700 acres of land that is not sold, that explains the item of rent. Most of that is timber land, but we have some pieces that we receive rentals from. There is a 40-acre piece west of town in Johnson county. We receive \$60 a year rent from that. (Transcript, 69.)

**Permanent Endowment Fund.**—This fund has been created by the sale of University lands and in round numbers amounts to \$235,000.



In making sales of lands the board of regents is governed by the law as found in section 2638 of the Code and which is as follows:

"No sale of University lands shall be made, save upon the order of the board of regents, made at a regular meeting or one called for that purpose, and then in such manner and upon such terms as the board shall prescribe. No member of the board shall be directly or indirectly interested in the purchase of any of the lands, nor shall the secretary or treasurer or other officer of the institution. Any portion of the permanent endowment fund not otherwise invested, and any surplus income not immediately required for other purposes, may be invested by the treasurer, upon the order or direction of the board, in bonds of the United States or this state, or by note and mortgage on unincumbered real estate worth double the amount of the sum loaned after deducting the value of perishable improvements thereon, and hold the same either as a permanent fund or as an income to defray current expenses, as said board may direct, but in no event shall any part of the permanent fund be used to defray the ordinary expenses of the institution."

This money is loaned at from 5 to 6 per cent.

**Same—Treasurer.**—The treasurer, Lovel Swisher, has charge of this fund and the A. Whitney Carr fund of \$50,000. He cashes all warrants. He rents all University lands. He passes upon abstracts and securities. He has given a personal bond in the amount of \$150,000 and receives a salary of \$800 a year. His salary was \$1,400 but has been reduced to \$800 within a year. The auditing committee makes examination of all the acts of the treasurer, his accounts, mortgages and abstracts. Judge Babb, says, that the loans are "gilt edged." "I have had occasion to examine several times in years gone by, and three months after the first of January every cent of interest had been paid up. We are a little more fortunate than a private individual. Our loans never outlaw. The statute of limitations does not run against the state, so that our loans once made continue as long as the party pays the interest promptly and it is well secured." (Transcript, 3, 12, 81.)

**Executive Committee.**—Section 2642 of the Code provides, that the board of regents shall appoint an executive committee, consisting of three of its members, which shall select one of its members as chairman, which committee shall

First—Audit all claims against the University,

Second—The chairman shall draw all orders upon the treasurer for all claims allowed, which orders, being countersigned by the secretary of the University shall be paid, and

Third—A record of all matters involving the expenditure of money shall be kept by the secretary of the University, as secretary of the committee, and be submitted to the board of regents at each of its regular sessions.

**Auditing of Bills.**—All bills against the University have to be audited by the executive committee before they can be paid, and these bills are required to be filed with the secretary by the 15th of the



month. The meetings of the committee are usually held from the 18th to the 25th of the month. (Transcript, 5.)

**Disbursements.**—The executive committee looks after the disbursements made from the appropriations allowed by the board to the several departments. The professors make a statement to the committee of what they want to purchase out of their appropriations and purchases are authorized by the committee. "Sometimes there are some technical matters connected with the department, for laboratory supplies, that the professor can order and purchase much better than the secretary of the board, but practically all the purchases are made through the secretary of the Board." (Judge Babb. Transcript, 6.)

**Other Duties.**—"There are a great many other questions that come before the board and the executive committee besides the bills and the disbursements of money. Different kinds of questions will come up, and they will be discussed by the board, and perhaps be referred to the executive committee, some details of them, or the board will adopt some general plan and the executive committee simply carry it out. In other words, the executive committee rarely initiates anything. If anything comes up that has not been planned by the board in the interim of the board, the executive committee simply refer that to the full board. If it is a matter which the board has acted on and we are to carry it out, of course we carry that out, and act on those matters that are incident to it." (Judge Babb, Transcript, 8.)

**Building Committee.**—The committee on buildings and grounds consists of Regents Babb, Holbrook, Abernathy and Wright.

**Erection of Buildings.**—"The manner of erecting buildings is this: Of course, if they are built out of a special appropriation, the first thing is to get the appropriation, but if they are built out of the general building tax which the legislature has given to the University, the board of regents determine what building shall be erected, then where located. They then employ architects to get up the plan of the building. Then after the plans and specifications are prepared, they advertise for bids, and the work is always let to the lowest bidder. \* \* \* Now when the contract is let for the superstructure, the superintendent of buildings and grounds, Mr. Ellsworth, superintends the construction. \* \* \* When this work is let, it is turned over to the building committee. The building committee meet once a month as a rule, \* \* \* Sometimes we come oftener than once a month, but usually Ellsworth can manage anything that is here. He corresponds with me about how things are going." (Judge Babb. Transcript, 22, 23.)

**Same—Superintendent of Buildings and Grounds.**—The superintendent of buildings and grounds, Mr. G. H. Ellsworth, is a mechanic and civil engineer and receives a salary of \$1,800 a year. For some years prior to his employment at the University, he was employed in such capacity at the University of Nebraska. He superintends the erection of the new buildings, looks after the repairs of the old buildings, the building of walks, and such things. He has been in charge of this work for about three years. He drew the plans for the armory build-



ing and superintended the construction of it. He is also the head janitor and has charge of the force of firemen and engineers. He takes the initiative in the matter of employing help. He confers with the president and they make recommendations to the board, which acts through the executive committee. The salaries to be paid are fixed and determined by the board. Janitors are paid \$45 to \$50 a month. In some of the buildings students are employed and are paid 15 cents an hour. Students performing labor register on the time clock, showing the time when they go on duty and the time when they leave. (Transcript, 22, 23, 26, 86, 88.)

**Hall of Liberal Arts.**—"It was let to two different contractors. The foundation was let to one and the superstructure to another, in separate contracts. We will never do that again, because it makes a great deal of trouble. They quarreled as to where the foundation ended and the building commenced. Since that we have let everything to one contractor. The contractor furnished all the material." (Judge Babb, Transcript, 22.)

"We let the contract for the liberal arts building before the rise in the price of steel and building material, which made a big difference. That is the reason the contractor went to pieces on it. He could probably have gone through with it if prices had remained stationary, or if he had gotten all his material placed before the material went up; but he did not, and some of his sub-contractors went back on him and he could not carry it through. The real cost of that building, not what the University paid, but what the contractor expended, completed as it stands today, would be \$225,000, while we got it at \$200,000, counting the heating and all." (Judge Babb, Transcript, 35-36.)

**Science Building.**—Quoting from the record of the board of regents, June 13, 1904, page 128, the "Bids for the museum and science building were opened and found to be as follows:

Henry W. Schlueter, Chicago.

For the south wing and central portion—

With Columbian fire proofing system.....	\$174,000
With Roebling fire proofing system.....	171,000
With semi-porus tile fire proofing system.....	178,500
Addition for Adamant plaster, material to be mixed at factory .....	1,600

For the north wing—

With Columbian fire proofing system.....	68,000
With Roebling fire proofing system.....	67,550
With semi-porus tile fire proofing system.....	70,500
Additional for Adamant wall plaster as above.....	500

There were several bids, and they appear in full in that form on the records. James Rowson and Son had completed the liberal arts building after the original contractors failed. They also built the new medical building, and were the lowest bidders for this science building as well as for the gymnasium.

Quoting from the record:



"Moved by Regent Wright that the bid of James Rowson and Son for the central portion and south wing be accepted, and that the matter of the contract be referred to the building committee, said committee to determine at the time the contract is made whether or not they shall use the Columbian system of fire proofing, the McIntosh ornamental iron, and Adamant plaster, and that the committee be authorized also, if possible, to take an option, to expire not later than July 1, 1905, for the construction of the north wing under the bid made by James Rowson & Son at this time. Adopted." The building committee made a contract with Rowson & Son for the central portion and south wing, and secured from them an option on the north wing. Then, later on, it was determined to move the science building, and we accepted the option on the north wing, and made contract to cover the entire building. (Judge Babb, Transcript, 24-25.)

The following is a complete statement of the bids for the science building, as taken from the printed record of the board, of date June 13, 1904, as made by Henry W. Schleuter of Chicago, J. C. Robinson of Chicago, E. W. Nichols & Company of Des Moines, O. H. Olsen of Stillwater, Minnesota, Tri-City Construction Company of Davenport, James Rowson & Son of Iowa City, Butler Brothers of St. Paul, Minnesota, and Marcus M. Hall of Cedar Rapids, Iowa.

For the south wing and central portion—

Schleuter	with Columbian fire proofing system.....	\$174,000
Robinson	" " " " " .....	204,936
Nichols & Co.	" " " " " .....	214,700
Olsen	" " " " " .....	196,711
Tri-City Co.	" " " " " .....	187,000
Rowson & Son	" " " " " .....	166,000
Butler Bros	" " " " " .....	200,000
Hall	" " " " " .....	207,999
Schleuter	with Roebling fire proofing system.....	171,800
Robinson	" " " " " .....	204,436
Olsen	" " " " " .....	196,711
Tri-City Co.	" " " " " .....	185,400
Rowson & Son	" " " " " .....	164,800
Butler Bros.	" " " " " .....	198,000
Hall	" " " " " .....	207,159
Schleuter	with semi-porous tile fire proofing system.....	178,500
Robinson,	with semi-porous tile fire proofing system.....	203,936
Olsen,	with the trussed Concrete Steel Company's system...	196,711
Tri-City Co.,	with the St. Louis Expanded Metal Company's system .....	185,050
Rowson & Son,	with the St. Louis Expanded Metal Company's system .....	167,735
Rowson & Son,	with the trussed Concrete Steel Company's system .....	178,000
Butler Bros.,	with semi-porous tile fire proofing system.....	209,000
Hall,	with semi-porous tile fire proofing system.....	209,023
Schleuter,	additional for Adamant plaster.....	1,600



Robinson	"	"	"	"	1,000
Nichols & Co.,	"	"	"	"	900
Olsen	"	"	"	"	1,600
Tri-City Co.,	"	"	"	"	1,800
Rowson & Son	"	"	"	"	1,000
Butler Bros.,	"	"	"	"	1,000
Hall	"	"	"	"	925

For the north wing—

Schlueter,	with Columbian fire proofing system	68,000
Robinson,	"	80,573
Nichols & Son,	"	89,400
Olsen	"	83,000
Tri-City Co.,	"	77,000
Rowson & Son	"	66,300
Butler Bros	"	85,000
Hall,	"	85,382
Schleuter,	with Roebling fire proofing system	67,550
Robinson,	"	80,573
Olsen,	"	82,550
Tri-City Co.,	"	76,350
Rowson & Son,	"	66,089
Butler Bros.,	"	85,000
Hall,	"	85,075
Schlueter,	with semi-porous tile fire proofing system	70,500
Robinson,	with semi-porous tile fire proofing system	79,673
Olsen,	with trussed concrete steel company's system	83,000
Tri-City Co.,	with St. Louis Expanded Metal Company's system	76,340
Rowson & Son,	with St. Louis Expanded Metal Company's system	66,586
Rowson & Son,	with trussed concrete Steel Company's system	70,731
Butler Bros,	with semi-porous tile fire proofing system	88,000
Hall,	with semi-porous tile fire proofing system	88,345
Schleuter,	additional for Adamant wall plaster	500
Robinson,	"	500
Nichols & Son,	"	450
Olsen,	"	900
Tri-City Co.,	"	800
Rowson & Son	"	500
Butler Bros.,	"	300
Hall,	"	475

**Acceptance of Bids.**—"We have the architect make an estimate before we adopt the plan. We have Mr. Ellsworth make an estimate of what that building is going to cost before we adopt the plans or call for bids and then we have the bids and their estimates, and we have past experience. Now, for instance, putting up this science building, if you followed the figures closely, you will see that the building is going to cost more than the Hall of Liberal Arts, although it is the same



sized building, a building of the same material practically. But we let the contract for the liberal arts building before the rise in the price of steel and building material." (Babb. Transcript, 35.)

Q. The contractor, in following specifications, I suppose has some range in the selection of materials?

Mr. Ellsworth. In cement of course, he has to conform to the specifications. We do not specify the brand, but require certain tests, in brick similarly, certain things we have to specify so that he has no choice. If we specify Blue Medford stone or a certain kind of marble, he has to bid on that material. We incorporate in all our specifications practically the American Society of Civil Engineer's specifications for testing cement, and test on that basis.

In the matter of hardware, my practice has been to exclude hardware from the general contract and to let that by the board on competitive bids. It is pretty difficult to put into a contract specifications in hardware, specifications that will allow any competition. On the natural science building we mentioned the kind of hardware, that would be furnished by the University, and was to be put on by the contractor. We have not taken any steps yet to let the hardware contract. Before we do we will have competitive bids, with samples exhibited. It is more satisfactory. It gets real competition.

About the same thing applies to the plumbing fixtures, perhaps in a more marked degree. All of those things we handle in the same way. We furnish plumbing fixtures ourselves, and buy them on competitive bids, and the same is true on electric lighting fixtures. There are other advantages in it. You know, when the general specifications are made they are generally made in a hurry; at the earliest stages things are not worked out, developed. A lot of things, if specified then, will not be what we find we want when we get nearer to the completion of the work. (Transcript, 37-38.)

... **Acceptance of Buildings.**—"When the building comes to completion, before the final payment, \* \* \* there is a special inspection by the architect, superintendent of grounds and buildings, building committee, the secretary of the board, and me. The full board comes up and they make a tour of inspection and formally accept the building, making sometimes allowances, saying that here this is accepted as the equivalent for that, and they make final adjustments and settlement." (President MacLean, Transcript, 63.)

**Coal—Storage of.**—Contracts for coal, for year ending September, 1905, were awarded to the E. E. Pinney Company of Cedar Rapids, and to J. B. Frahm Company of Davenport.

The E. E. Pinney Co.—

Oskaloosa, Iowa, mine run.....	\$2.61
Oskaloosa, Iowa, fancy steam.....	1.85
Oskaloosa, Iowa, lump for storage.....	2.80

The J. B. Frahm Co.—

Springfield, Ills., district, mine run....	\$2.80
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We have storage for 1,000 tons. Our coal bill in a year will run from \$11,000 to \$15,000. (Transcript, 27-29.)



**Supplies.**—In addition to what has already been said on this subject, it appears that the board of regents requires that the head of a department, at the end of the fiscal year, in June, shall turn in to the secretary's office a list of all material he has in his department. According to the rule of the regents, no man can draw his last month's salary until his inventory of University property is filed. The office supplies are kept in the secretary's office. Janitor and other supplies are kept in a store room in the basement of the old capitol building. All provisions for the University Hospital are purchased of wholesale grocers. (Transcript, 73-74.)

**Appropriations to Departments.**—In the early part of each year, the heads of the departments are called on by the president of the University to make estimates of what they need for the different chairs and departments for the next year, and these reports of the different chairs and departments go into the hands of the deans of the respective colleges. The deans and the president go over these reports. These requests sometimes double the amount which can be appropriated for the different chairs. They are gone over, scaled down by the deans and the president, tabulated, and are then presented at the April meeting of the board. The president at the same time makes a written report to the board, showing what the outlay has been in each of the departments, and for what, during the past year, also what has been asked and what is recommended by him. The amount recommended generally exceeds the amount the board has to appropriate. The board then makes allowances, having in mind the available fund to be appropriated. (Transcript, 2-3.)

**Good System of Keeping Check on the Officers.**—Judge Babb: We have as we think a very good system of keeping check on the officers. It is easy enough to keep check on officers paying out money, because they cannot pay anything out except on an order authorized by the executive committee of the board, and they have got to have the order signed by the chairman of the executive committee and the secretary of the board as a voucher for every cent they pay out.

It is easy enough to keep check on what is received from the state treasurer, because that is fixed by law, and the amount per quarter is fixed, and requisitions have to be made on the state treasurer for every cent of money that is drawn from the state treasury, and those requisitions must check up with the treasurer's accounts as to what he receives from the state treasurer.

It is easy enough to check up the income from the endowment fund, the interest is paid up; the endowments on the notes and books show the payment of interest.

The difficult thing was for some time to devise an efficient method of keeping check on the tuitions as paid in. They are now, this year, paid in to the secretary instead of the treasurer—practically as agent of the treasurer, but it is paid into the secretary's office. Every student before he can register in the University, is required to bring to the registrar a receipt for his tuition. That receipt shows what he has paid in tuition. When he registers, the registrar enters on his regis-



tration card the date, and the amount he has paid for tuition. When the secretary receives tuition each day, he makes deposit with the treasurer, taking a treasurer's receipt. You can keep check on the amount he receives in tuitions by the registrar's card, and she knows it from the student, as when he registers he must show his receipt. There is no possibility of anything wrong unless there should be a collusion all around, a combination; and we could get at that, because the number of students in the University, and the number of free students would show very closely the amount of tuitions paid in. (Transcript, 12-13.)

**Tuition.**—Judge Babb: The Board of Regents fix the amount of tuition. The amount of tuition in the professional colleges is \$50 a year, with a \$10 matriculation fee, and in the college of liberal arts \$20 a year. There are a number of cases where students entering are exempted from paying tuition in the college of liberal arts, but not in the professional colleges. There was one exception in the college of law. About fifty a year do not pay any tuition. Those matters come up before the executive committee, and we exempt them. under the action of the board where they bring the proper certificate from the supervisor or two county officers. Our tuition is less than that of the denominational schools of the state. It is about the same as state universities of other states. They vary a little in each state, but it is about an average of what the fees are in the various state universities by which we are surrounded here, both in the professional schools and the college of liberal arts. Every student pays a matriculation fee of \$10 in addition to the tuition. A diploma fee of \$10 is also collected. (Transcript, 13-14.)

President MacLean: In the universities of Michigan and Wisconsin, they do not have a tuition system. They advertise practically that they are free institutions, but they have a series of fees that brings them in more than our tuition. The theory of the state universities far and near, is so far as the college of liberal arts is concerned, that they are free, but this fee system has grown up and has come to be a sort of substantial contribution to the income of the institution, distributed among many, and it is pretty well established in the older state universities like Michigan and Wisconsin. On the contrary, the University of Kansas and the University of Missouri have absolutely free tuition. The tuition fee is free in the professional schools in Missouri as well as in the college of liberal arts, and it is the theory that is held largely by the directors in these state universities that we ought to approximate free tuition; that that is what we were founded for. The paying of some tuitions to prevent hasty registering, and to prevent an appearance of pauperizing, is considered desirable by quite a number of educators.

At present, under the new law the tuition fees for a full course in the law department would be \$170; \$10 matriculation fee, \$10 diploma—\$20, and then three years at \$50 a year—\$150, \$170. It would be the same in the College of Dentistry. The Colleges of Medicine have



a four years' course, so that the total would be \$220. The College of Pharmacy has only a two years course, so the cost there would be \$120.

**In the Northwestern University College of Medicine—**

They Charge a matriculation fee.....	\$ 5.00
The annual tuition, payable in advance, is \$150, making a total in four years of.....	600.00

And the total cost of the entire course, in fees, is..\$605.00

Deposit fees of \$10 are required in laboratory courses, as a precaution against breakage.

**In The College of Law—**

The annual tuition fee, payable in advance, is \$100 for three years .....	\$300.00
--	----------

**In the School of Pharmacy—**

Matriculation fee.....	\$ 5.00
Tuition, \$40 per term of 14 weeks (course is completed in four terms) .....	160.00
Diploma fee .....	10.00
	<u>\$175.00</u>

**In the Dental School—**

The following is the schedule of fees:

**First Year.**

Matriculation fee .....	\$ 5.00
General ticket .....	100.00
Histological laboratory ticket .....	5.00
Dissecting fee .....	10.00
	<u>120.00</u>

**Second Year.**

Matriculation fee .....	\$ 5.00
General ticket .....	100.00
Histological laboratory ticket .....	5.00
Dissecting fee .....	10.00
	<u>120.00</u>

**Third Year.**

Matriculation fee .....	\$ 5.00
General ticket .....	100.00
Final examination fee .....	20.00
	<u>125.00</u>
	<u>\$365.00</u>

Following is a statement of the tuition cost in the professional colleges of the Universities of Michigan, Minnesota and Wisconsin:



### University of Michigan.

	To Residents.	To non-Residents.
<b>Department of Medicine—</b>		
Matriculation fee .....	\$ 10.00	\$ 25.00
Annual tuition, residents \$35; non-residents \$45,		
total .....	140.00	180.00
Diploma fee .....	10.00	10.00
	<hr/>	<hr/>
	\$160.00	\$215.00

**Department of Law.**—The same fees are charged as in the College of Medicine, and in addition a library fee of \$2.00 a year, making the totals, for a three years course:

To Residents.....	\$131.00
To non-residents .....	176.00

**School of Pharmacy.**—The same fees are charged as in the department of medicine, making the total for two years:

To residents .....	\$ 90.00
To non-residents .....	125.00

**Department of Homeopathic Medicine.**—The same fees are charged as in the department of medicine.

**Department of Dental Surgery.**—The same fees are charged as in the department of medicine, and in addition there is a special charge of \$3 a year for supplies.

### University of Minnesota.

<b>College of Law—</b>		
Matriculation fee .....	\$ 10.00	
Tuition fee, \$60 per year. total for three years.....	180.00	190.00
	<hr/>	
<b>College of Medicine—</b>		
Tuition fee, \$100 per year, total for four years.....		400.00
<b>College of Homeopathic Medicine—</b>		
Tuition per annum for first two years, \$100.....	\$200.00	
Tuition per annum for last two years, \$80.....	160.00	360.00
	<hr/>	
<b>College of Dentistry—</b>		
Tuition per annum for each of the four years, \$100..		400.00
<b>College of Pharmacy—</b>		
Tuition, first year .....	\$ 75.00	
Tuition, second year .....	90.00	165.00
	<hr/>	

### University of Wisconsin.

<b>Course in Pharmacy—</b>	To Residents.	To non-Residents.
Tuition, per semester, to residents, free; to non-residents, \$20, for full course of four semesters	free	80.00
Incidental fee per semester, \$15, for full course of four semesters .....	\$ 60.00	60.00
	<hr/>	<hr/>
	\$60.00	\$140.00



# College of Law—

Tuition for first year .....	\$ 75.00	
Tuition for second year .....	50.00	
Tuition for third year .....	25.00	150.00

(See Transcript, 70,76,80.)

**Interest on Deposits.**—The funds of the University on hand with the treasurer, are deposited in the First National Bank of Iowa City, and the bank has been paying 2 per cent on daily deposits since July 1, 1904. The average daily balance is about \$50,000.

**Financial Statement.**—Financial report for the biennial period ending June 30, 1905, prepared by Secretary McChesney is set out on pages 562 to 612, of the report of the executive council. The said report shows:

1. Receipts and expenditures for last biennial period.
2. Receipts and disbursements for fiscal year ending June 30, 1904.
3. Receipts of income fund for year 1903-1904.
4. Disbursements from income fund for year 1903-1904.
5. Expenditures from income fund for year 1903-1904, on account of College of Liberal Arts.
6. Expenditures from income fund, year 1903-4—College of Law.
7. College of Medicine—expenditures from income fund, year 1903-4.
8. College of Homeopathic Medicine, expenditures from income fund, year 1903-04.
9. College of Dentistry, expenditures from income fund, year 1903-4.
10. College of Pharmacy, expenditures from income fund, year 1903-04.
11. Library, expenditures from income fund, year 1903-4.
12. Summer session and Library School, expenditures from income fund, year 1903-4.
13. Administration, expenditures from income fund, year 1903-4.
14. University extension, expenditures from income fund, year 1903-4.
15. Fixed charges, expenditures from income fund, year 1903-4.
16. University Hospital account receipts and disbursements, 1903-4.
17. University Homeopathic Hospital account, receipts and disbursements, 1903-1904.
18. Dental clinics, receipts and disbursements, 1903-1904.
19. Law, loan and book account, receipts and disbursements, 1903-1904.
20. Alumni book account, receipts and disbursements, 1903-1904.
21. Library tax fund, receipts and disbursements, 1903-1904.
22. Permanent Land Endowment fund, 1903-1904.
23. Donated Land Fund, receipts and disbursements, 1903-1904.
24. Special Land Fund, receipts and disbursements, 1903-1904.
25. One-tenth mill building tax fund, 1903-1904.
26. One-fifth mill building tax receipts and disbursements, 1903-4.
27. Natural Science Building Fund, receipts and disbursements, 1903-1904.
28. New Medical Building Fund, receipts and disbursements, 1903-1904.
29. Equipment Fund, receipts and disbursements, 1903-4.
30. Repair and Contingent Fund, receipts and disbursements, 1903-1904.



31. A. Whitney Carr Free Scholarship Fund, 1903-1904.
32. A. Whitney Carr Free Scholarship Income Fund, 1903-1904.
33. F. O. Lowden Oratory Prize Fund, 1903-1904.
34. F. O. Lowden Oratory Income Fund, 1903-1904.
35. William Jennings Bryan Prize Fund, 1903-1904.
36. William Jennings Bryan Income Fund, 1903-1904.

Then follows a like statement of accounts for the year 1904-1905, and additional.

37. Gymnasium and Armory Fund, receipts and disbursements, 1904-1905.

38. Engineering Building Fund, receipts and disbursements 1904-1905.

39. Tunnel and Extension Fund, receipts and disbursements, 1904-1905.

40. Paving and Sidewalk Fund, receipts and disbursements, 1904-1905.

41. Equipment and Supplies Fund, receipts and disbursements, 1904-1905.

The committees of the board are:

- 1.—Finance Committee.
- 2.—Buildings.
- 3.—College of Liberal Arts.
- 4.—Legislation.
- 5.—Colleges of Medicine and Homeopathic Medicine.
- 6.—College of Law.
- 7.—Library and Apparatus.
- 8.—College of Dentistry.
- 9.—College of Pharmacy.
- 10.—Natural History Collections.
- 11.—Hospitals.
- 12.—Executive Committee.
- 13.—Graduate College.
- 14.—Salaries Committee.
- 15.—Honorary Committee.
- 16.—Auditing Committee.

Further as to the officers of the board of regents and administrative officers, see any one of the many announcements of the University.

**Map of the Grounds.**—For a good map of the grounds of the University, showing location of buildings and proposed buildings, see Appendix A.

**University Management.**—President MacLean: The Board of Regents elects the president, professors and every employe of the institution. The election is upon the initiative of the board through some committee of the Board that makes research, when a president is chosen. When professors are chosen, the president of the University and the dean of the college concerned, are a committee to recommend to the board of regents. The power of dismissal is with the board. We all exist absolutely at their pleasure, and there is no statutory provision by which we may require even the thirty days notice. \* \* \* The function of the board is to create the educational staff and the laboring staff, and that is their chiefest function, to make wise appointments.

Secondly, they administer these funds of the legislature by allotting, in accordance with the general appropriations you have set cut, the funds to the different colleges and different departments, and they are



recognized as the supreme authority in that matter. You saw yesterday that each professor and the president prepare a preliminary budget, but the board of regents does not feel itself at all bound by that budget, and makes and remakes it, consulting with the president and oftentimes with the officers concerned. The board next, having authorized expenditures in considerable detail, through its executive committee still further authorizes expenditures for individual departments, if there is the least variation from anything set out in the budget.

Next, the board of regents is a board of audit. Every individual bill is audited by the executive committee monthly. Then the full board by its auditing committee, audits every warrant that has been issued at least annually, and checks up with the treasurer, with the secretary's office, and with the registrar's office. The board of regents is, first, the appointive board, second, it is a complete financial board for authorization of expenditures under the acts of the legislature, and a board of audit.

**Educational Policies.**—Now, the third point in regard to the board of regents is that it is the board that determines ultimately the general policies of the institution; the educational policies are ultimately issued by the board of regents. The educational policies oftentimes originate with the individual faculties, almost always originate with the individual faculties and the president and the deans. We consider that this is the great work committed to us as educators. (President MacLean, Transcript, 50-52.)

**Revision of the Courses of Study.**—The faculty of the college of Liberal Arts has just revised the courses of study. They have brought them out from the old, four by nine, little college course of study into a university college course of study, where, in short, we have groups of studies instead of courses, with certain principles, giving freedom of election to full sequences in studies that are cognate. The student does not have absolute freedom to hop, skip and jump, to elect snaps and things he fancies. But he enters and can immediately take up groups of studies that are going to lead, for example, to his specialization in his upper years in political science and administration, or political science, economics, and commerce, etc., or philology, or the natural science, or the physical sciences. There are naturally about ten great groups of cognates in a modern university. This revision by which we do away with three courses of study, classical, philosophical and general scientific, brings your university up to date among modern universities, and makes them more distinct from the small colleges. (President MacLean, Transcript, 52.)

The board of regents shapes the general policies by approving these matters of courses of study. \* \* \* The moment, however, that the board of regents would arrogate to itself the initiation of courses of study, your institution would be in jeopardy. A board not engaged in the work of education, in that way, even with the best intentions, would become a source of danger. From time immemorial universities have been jealous of what is known as academic freedom, and \* \* \* the government of the university has rested in the faculties in



some form or other, for purposes of discipline and for purposes of educational policies. (President MacLean, Transcript, 53.)

**Courses of Study.**—For full information as to courses of study offered in the University, see announcements of each of the colleges and schools. They are:

- The College of Liberal Arts.
- The College of Law.
- The College of Medicine.
- The College of Homeopathic Medicine.
- The College of Dentistry.
- The College of Pharmacy.
- The Graduate College.

"The College of Liberal Arts embraces:

The School of Political and Social Science, which includes:

- A Course in Commerce.
- A Course in Administration.
- A Course in Modern History.
- A Course in Philanthropy.

The School of Applied Science, which includes:

- The Civil Engineering Course.
- The Electrical Engineering Course.
- The Mechanical Engineering Course.
- The Municipal and Sanitary Engineering Course.
- The Mining Engineering Course.

Groups of studies leading to the degrees of A. B. and B. S., and also of A. B. and LL. B., of B. S. and M. D. and of B. S. and D. D. S.

The College of Law embraces:

- A Three Years' Course.

The College of Medicine embraces:

- A Four Years' Course.
- A Nurses' Training School.

The College of Homeopathic Medicine embraces:

- A Four Years' Course.
- A Nurses' Training School.

The College of Dentistry embraces:

- A Three Years' Course.
- A Dental Assistant's Course.

The College of Pharmacy embraces:

- A Two Years' Course.

The Graduate College embraces:

Graduate Courses in Thirty Departments."

**Professors and Assistants—Hours of Service.**—President MacLean: Every semester every head of a department makes returns on blanks for the purpose of showing the hours of scheduled service given by him and every one in his department. The blanks go into details, telling the room in which he is at work, the kind of work he is doing, whether lecture work or recitation room work, or seminary work, or office work, or reading papers, so that we are able at the end of each semester and at the end of the year, to tabulate and know just how many hours of service and what kind of service we have from every one in the employ of the institution educationally, and I never knew an institution with such complete returns in that particular. (Transcript, 82.)

The following statement was submitted to the committee showing hours of service per week, given by each of the professors and assistants during the school year 1903-1904:



		Hours per Week of Office or Laboratory.			Hours per Week of Lecture or Recitation.			Number of Students in Departments.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Albert .....	Pathol. and Bacteriol.	42			2			248	242
Egdahl .....	"	22			14			244	237
Decker .....	"	14			2 }				
Decker* Th & Pr .....	"				3 }				
Richards .....	"	14							
Byrnes .....	"	16							
Christiansen .....	"	16							
Anderson .....	"	Not in.			Not in.				
Moents .....	"	?							
Qualfe .....	"	?							
Schenck .....	"	?							
Story .....	"	Not in.			Not in.				
Ansley .....	English	1	1	2	7	7	14	646	612
Hagen .....	"	$1\frac{1}{3}$	Not in.	$1\frac{1}{3}$	11	Not in.	11	505	480
Flom .....	"	Not in.	1	1	Not in.	7 }	7 }		
Flom** .....	Scandinavian				10	10 }	20 }		
Sloan .....	Engllsh	$1\frac{1}{2}$	$1\frac{1}{4}$	$2\frac{3}{4}$	10	10	20		
Hunt .....	"	$1\frac{1}{4}$	$1\frac{1}{2}$	$2\frac{3}{4}$	12	12	24		
Chawner .....	"	2	2	4	11	11	22		
Shuck .....	"	3	3	6	3	3	6		
Sherwood .....	"	6	2	8	Not in.	2	2		
Brewer .....	"				$1\frac{1}{2}$	$1\frac{1}{2}$	3		
Bale .....	Reader	6	Not in.	6					
Carroll .....	"	8	8	16					
Hutchinson .....	"	6	6	12					
Jacobs .....	"	6	6	12					
Peebles .....	"	6	6	12					
Rigby .....	"	6	6	12					
Rundell .....	"	12	12	24					
Strange .....	"	12	12	24					
Votland .....	"	6	6	12					
Waldron .....	"	6	6	12					
Waterbury .....	"	12	12	24					
Quigley .....	Reader	48	48	96					
Becker .....	Obstetrics & Gynecology.	2		2	7	6	13	17	25
Hazard .....	"	1		1	1	1	2	17	25



<i>Bierring</i> .....	Th. and Pr. of Medicine. ....	4	4	8	6	6	12	118	.....
<i>Van Epps</i> .....	"				7	7	14	118	118
<i>Decker</i> .....	"		Not in.		2	Not in.	2		
<i>Decker*</i> .....	Pathology and Bacteriology.	14			3				
<i>Bolton</i> .....	Education .....	5	5	10	14	14	28	162	177
<i>Dorcas</i> .....	"	5	5	10	12	7	19	126	136
<i>Dorcas**</i> .....	U. E. & Reg. ....	13	16	29					
<i>†Brown</i> .....	H. S. Insp. ....								

\*Decker is given under both "Albert" and "Bierring." Report not clear.

\*\*Flom is given under both "Ansley" and "Flom."

\*\*\*Dorcas is given under both "Bolton" and "Dorcas."

†No teaching. Inspection work only.



		Hours Per Week of Office or Laboratory.			Hour Per Week of Lecture or Recitation.			Number of Students in Department.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Brady.....	Orthodont.....	20	24	44	1	2	3	26	41
Breene .....	Op. Dent. & Ther.....	4	4½	8½	2	8	5	95	93
Rogers.....	".....	27+	Not in	27+	.....	Not in	.....	95	93
Rogers*.....	Clin. Den.....	27+	27	54+	2	2	4	.....	.....
Volland .....	Op. Dent & Ther.....	27	27	54	.....	1	1	.....	.....
Schrader .....	".....	27	Not in	27	.....	Not in	.....	.....	.....
Schrader*.....	Clin. Den.....	Not in	27	27	Not in	.....	.....	.....	.....
Brown, C. V. I. ....	Oral Surgery.....	?	9	?	1½	3	4½	No. Rep.	No. Rep.
24 Brown, J. F .....	H. S. Insp.....	†	.....	.....	.....	.....	.....	.....	.....
Burnett .....	Mil. Sci.....	3	3	6	3	3	6	.....	289
Byers.....	Law.....	7	15	22	3	15	18	No. Rep.	289
Bywater.....	Ophth. & C.....	80	29	59	5	4	9	20	19
Calvin.....	Geology.....	††2½	2½	5	10	10	20	20	19
Wilder.....	".....	††1	10	11	13	12	25	86	96
Chalmers.....	Physical Training & Athlet.....	?	36	?	.....	.....	.....	80	90
Rule .....	".....	Not in	11¼	11½	.....	.....	.....	.....	296
Delaney.....	".....	Not in	15	15	.....	.....	.....	160	294
Kastmam.....	".....	?	13½	13½	.....	.....	.....	.....	.....
Chase.....	Materia Medica and Ther.....	4	7	11	9	6	15	.....	.....
Wolverton.....	".....	.....	No. Rep.	?	2	No. Rep.	?	170	133
Hall.....	".....	8½	7	15½	.....	.....	.....	170	133
Currier.....	Latin.....	10	10	20	7	7	14	.....	.....



Potter.....		4	$\frac{1}{4}$	$4\frac{1}{4}$	14 <sup>o</sup> / <sub>10</sub>	14	28	160	150
Fitch.....					10	9	19		
Fitch**.....	Greek.....		Not in		5	Not in	5		
Call.....	Latin.....	5	Not in	5	4	Not in	4		
Call**.....	Greek.....	0		0	14	14	28		
Fairbanks.....	Latin.....	Not in	0	0	3 <sup>o</sup> / <sub>11</sub>	7	10		
Fairbanks**.....	Greek.....	Not in			Not in	8	8		

- \* Rogers and Schrader each given under both "Breene" and "Rogers."  
 \*\* Fitch given under both "Currier" and "Fairbanks." So also with Call & Fairbank.  
 † Apparently only '27" and '54" should be counted, *duplicate* report?  
 †† In addition to this 'afternoon." ?Report not clear.  
 % Besides this, a high school class 5 hours, to illustrate methods.  
 †† Work done by Potter till holidays, but paid for by Fairbanks.  
 † "Days and hours irregular." See under "Bolton."



		Hours per Week of Office or Laboratory.			Hours per Week of Lecture or Recitation.			Number of Students in Departments.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Dean. ....	Ophth. &c. ....	8	86	44	2	2	4		64
Bailey. ....		22	88½	60½				63	64
Dorcas. ....	Un. Ex. & .....	13 }	18 }	29 }					
Dorcas *(Ed). ....	Registrar. ....	5 }	5 }	10 }	12	7	19		
Abernethy. ....	Asst. Registrar. ....	42½	85						
DeVoll. ....		41½	41½	83					
Ellsworth. ....	Grounds and Buildings. ....	72	66	138					
Welch. ....		60	60	120					
Barry. ....		54	48	102					
Baughman. ....		84	84	168					
Blake. ....		72	72	144					
Bright. ....		72	72	144					
Burke. ....		63	63	126					
Churchill. ....		48	48	96					
Flood. ....		84	84	168					
Fowler. ....		63	63	126					
Hennessey E. ....		54	54	108					
Hennessey I. ....		12	12	24					
Hostetler. ....		84	84	168					
Holzhauser. ....		48	48	96					
Jenks. ....		72	72	144					
Johnson. ....		63	63	126					
Katzenmeyer. ....		48	48	96					
Kendall. ....		63	63	126					
Klema, C. ....		54	54	108					
Klema, H. ....		84	84	168					
Klema, J. ....		84	84	168					
Larson. ....		72	72	144					
Marsh. ....		84	84	168					
O'Donnell. ....		72	72	144					
Pannebb'ker. ....		84	84	168					
Rogers. ....		84	Not in	84		Not in			
Story. ....		72	72	144					
Vermillion. ....		72	72	144					
Walker. ....		63	63	126					



Gowry.....	Not in	84	84	Not in				
Seitsinger.....	Not in	84	84	Not in				
Wristler.....	Not in	84	84	Not in				
Fairbanks.....	Greek.....	Not in		Not in	8	8	64	103
Fairbanks **.....	Latin.....	Not in		3 †	7	10	57	74
Call.....	Greek.....	5	5	14	14	28		
Call **.....	Latin.....	0	0	4	Not in	4		
Fitch **.....	Greek.....	Not in		5	Not in	5		
Fitch.....	Latin.....	Not in		10	9	19		

\*Dorcas given under both "Bolton" and "Dorcas."  
 \*Fairbanks, Call and Fitch given under both "Curriers" and "Fairbanks."  
 †Work done by Potter till holidays, but paid for by Fairbanks.



		Hours per Week of Office or Laboratory.			Hours per Week of Lecture or Recitation.			No. of Students in Department.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Ferson	Law Library	39	39	78					
Wickoff	"	10	12	22					
Algyer	"	12	12	24					
Sims	"	10	6	16					
Watters	"	Not in.	10	10					
Flom	Scandinavian								
*Flom	English	Not in.	1	1	10	10	20	14	13
		↑↑			Not in.	7	7	13	12
Gilbert	Law	22½	29¾	52¼	8	7	15	180	158
								111	138
Gilchrist	Surgery	2	1½	3½	7	7	14		40
Johnson	"		Not in.		2	Not in.	2	21	88
Wilson	"		Not in.		1	Not in.	1		
Gordon	Public Speaking	5	5	5	18½	21	39½	147	152
Everts	"	5@	5@	5	5½	19	15½	121	124
Gregory	Law	+	+	?	8	4½	12½	185	107
								180	107
Guthrie	Obstetrics and Gynecology	5	2	7	3	4	7	No rep.	
Hayes	Law		22		5	8	13		118
								119	182
Hosford	Prosthetic Dentistry	21	20	41	2	3	5	No rep.	93
Morrow	"	21	15	36	1		1		93
Spence	"	28	27	55					
Houser	Anatomical Biology	+	30	?	18	22	40	87	88
Lambert	"	+	30	?	12	12	24	60	66
Ivins	"	\$	15	?		11	11		
Moon	"	\$	10	?					
Wille	"	\$	10	?					



Jepson	Surgery	6	No rep.	?	6	No rep.	?	115	No rep.
Burge	"		No rep.	?	6	No rep.	?		
Lord	"		No rep.	?	8	No rep.	?		
**Lord	Anatomy	6	No rep.	?	8	10½	18½		
Blythe	Surgery					No rep.	?		
Johnston	Theory & Practice of Medicine	2	2	4	4	4	8	20	21
Moorhead	"				2	2	4	20	21

\*Flom is given under both "Ansley" and "Flom." †"Daily, all day;" all day." \*\*Lord is given under both "Jepson" and "Prentiss."  
†Report not specified. ††"All A. M. except when teaching." @Includes office hours of Dean of Women.

WITHDRAWN



		Hours per Week of Office or Laboratory.			Hours per Week of Lecture or Recitation.			Number of Students in Department.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Kessler.....	Dermatology ..	@	@	.....	1	1	2	63	67
Loos.....	Pol. Eco. & Sociology ..	5½	4½	10	13	11	24	135	143
Patterson.....	"	5	5	10	13	11	24	126	131
Schaffner.....	"	8	8	12	13	10	23		
Macbride.....	Botany.....	11	2	13	7	18½	25½	127	156
Shimek.....	"	18	17	35	5	20½	25½	118	142
Shimek*.....	Pharmacy ..	..	3	3	4	8	7		
Seaver.....	Botany ..	8	5	13					
Magowan.....	Min. & San. Engineering. ....	@@	4	4	5	5	10	32	54
MacLean.....	President ..	37½	37½	75				21	17
Drake.....	Secretary to President.....	52½	52½	105					
Chase.....	Clerk to President.....	48	48	96					
McChesney.....	Secretary of Board of Regents.	60	42½	102					
Dutcher.....	"	52	42½	94					
Pike.....	Clerk of Board of Regents.	20	20	40					
McClintock.....	Physiology.....	12			7			227	
Kleinsorge.....	"	14			1			220	
Walker.....	"	12							
Henson.....	"	12							
Nutting.....	Zoology.....	27½	25	52½	8	8½	16½	59	52
Wickham.....	"		13½	13½	9½	6½	16	52	47
Patrick.....	Philosophy.....	5		5	4	3%	7	114	112
Seashore.....	"	5	20	25	8	16%	24	97	89
Miner.....	"	2	5	7	6	10%	16		
Prentiss.....	Anatomy.....	14	2	16	8	32½	40½	No rep.	
Mullin.....	"		Not in.		6	Not in.	6		479
Lord.....	Anatomy ..				8	10½	18½		
Lord.....	Surgery ..		No Rep.	?	8	No rep.	?		



Hobby.....	Anatomy.....	9	10	19	9	8½	17½	.....	.....
Fox.....	.....	9	14½	23½	.....	.....	.....	.....	.....
Woods.....	.....	9	12	21	.....	.....	.....	.....	.....
Cadwallader.....	.....	9	12	21	.....	.....	.....	.....	.....
Chase.....	.....	9	12	21	.....	.....	.....	.....	.....

\*Shimek is given under both "Macbride" and "Shimek." @@ Also taught.

\*\*Lord is given under both "Prentiss" and "Jepson." Drawing till Oct. 19th.

@ "9:00 to 12:00 a. m. and 1:00 to 6:00 p. m." Probably private office hours.

† "When in town." ‡ "8:30 to 5:00 daily." 1½ hours taken for noon. % In three hours of this work, "Patrick and Minor."

α Starch co-operates in two hours of this work.



		Hours per week of office or Laboratory.			Hours per week of Lecture or Recitation.			Number of Students in Department.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Raymond.....	Engineering.....	46	43	89	8	2	10		83
Lambert.....	".....	18	32½	48½	8	3	6	54	53
Shaff.....	".....	16	7	23					
Rockwood.....	Chemistry.....	14@	15½	29½	7	7	14	750	705
Von Ende.....	".....	14 §	14	28	2	2	4	446	438
Lincoln.....	".....	5%	14	19	3	6	9		
Karslake.....	".....	30 ?	20 ?	50	2	2	4		
Bryden.....	".....	5%	20 ?	25	2	4	6		
Rogers.....	Clinical Dentistry.....	27	27	54	2	2	4		20
Schrader.....	& Regular Anatomy.....	Not in	27	27 }	Not in			25	20
Schrader *.....	Op. Dentistry &c.....	27	Not in	27 }		Not in			
Royal.....	Materia Medica.....				7½	8	15½	37	
Woltman.....	".....				2	2	4	37	37
Shambaugh.....	Pol. Sco.....		5	5	11	14	25	153	146
Horack.....	".....		10	10	9	9	18	110	107
Shimek.....	Pharmacy.....		2 }	2 }	4 }	4 }	8 }	29	31
Shimek **.....	Botany.....	18	17 }	35 }	5 }	20½ }	25½ }	29	81
Smith.....	Physics & Mechanics.....	5	14	19	10	10	20	165	No rep.
Teeters.....	Pharmacy.....	18	15ø	33	8	11	19	No rep.	
Cooper.....	".....	20	15ø	35	4	7	11		36+
Van Steenderen.....	French.....				14	16	30	198	176
Bush.....	".....				17	15	32	176	151
Voss.....	".....				13	10	23		
Swire.....	".....	Not in.			Not in.	5	5		
Veblen.....	Physics.....	32+	30	62	3	6½	9½	158	142
Lorenz.....	".....	37½	32	69½				146	138

\*Schrader given under both "Breene" and "Rogers." ø May be more, report not clear.

\*\*Shimek cannot interpret this report twice in the same way given under both "Macbride" and "Shimek."

@Besides certain unspecified laboratory periods.

§Besides "4 periods" and certain unspecified periods.

%Besides "8 periods," unspecified.

?Uncertain. See report. +Report not clear. ++"Does not include Freshman and Junior Medics."



@ Besides certain unscheduled laboratory periods.  
 † Besides "4 periods" and certain unspecified periods.  
 % Besides "8 periods," unspecified.  
 ? Uncertain. Has report. † Report not clear. †† Does not include Freshmen and Junior Medics.

		Hours per week of office or laboratory.			Hours per week of lecture or recitation.			Number of students in departments.	
		1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.	Total.	1st Sem.	2nd Sem.
Weld	Mathematics	?	18	18	12	12	24	272	241
Westfall	"				15½	16	32½	261	229
Dodd	"				15½	18	33½		
Beck	"				18	16	32		
Cronin	"				6	6	12		
Wells	Electrical and Marine Engineer	9*	10	19	10	6	16	39	32
								84	17
Whiteis	Histology	10	10	20	4	4 <sup>φ</sup>	8	No rep.	94
Blythe	"	18	12	30					94
Hoover	"	14	12	26					
Starbuck	"	4	12	16					
Wilcox E. A.	Law	12@	12	24	6	8	14	189	182
								176	173
Wilcox, W. C.	History	15½	17½	33	9	9	18	281	248
Plum	"	12½	15	27½	13	13	26	263	226
Wilson	German	2 §	17½	19½	15	15	30	446	392
Strum	"	2	2	4	15	15	30	374	336
Eastman	"	1	4½	5½	15	15	30		
Wiehr	"	**	21%	21	8	8	11		
Haan	"				5	5	10		
Woodward	Steam Engineering	12	13	25	2	10	12	78	122
								78	76
Wyer	Library	45	45	90					
Sanford	"	45	45	90					
Steele	"	45	45	90					
Howell	"	45	45	90					
Strange	"	20	20	40					
Jones	"	21	20	41					
Johnson	"	9	9	18					
Roberts	"	9	9	18					
Sherwood	"	9	9	18					

- \* "and on afternoons, M. W. F."  
 φ "During second half of year all of Dental, Freshmen and Juniors are also in this department. This adds three lecture and four laboratory classes."  
 @ "2-5 P. M." assumed to mean daily, six days per week.  
 § And "a large part of every afternoon except Saturday."  
 % "In the German library."  
 \*\* "Mr. Wiehr spends nearly the whole day in the German Library."



**Salaries of Teachers.**—The board at its April or June meeting before making appropriations for the respective departments, fix the salary of each professor and assistant professor and instructor in the University. (Transcript, 5.)

Question. How do the salaries in this institution compare with those at Michigan, for instance?

Judge Babb: They are about \$300 to \$400 lower on the average. Probably six years ago I made inquiry of President Angell about the salaries they were paying, and their full professors were paid from \$2,500 to \$3,000. \$2,700 was about the average. The highest that we pay in the college of liberal arts to any one is \$2,400. We have paid higher in some of the professional colleges. The highest we pay is to the dean of the college of law, \$4,000. We do not pay as high salaries in the college of medicine as in some other colleges. The dean only gets \$1,200. In the medical college there are only a limited number that give their whole time to the work. They practice outside, and they deliver their lectures here and hear their classes in the medical college, and practice in connection with it. About \$1,100 or \$1,200 is the average professor's salary in that college. There are men in the laboratories who give their whole time, who get about \$1,800. Those who receive \$2,400 in the college of liberal arts are Professor MacBride, Dean Currier, and Professor Calvin. Professor Weld receives 2,300, \$100 being compensation as dean of the graduate college.

President MacLean: We are below Minnesota and Wisconsin, Missouri and Nebraska, when it comes to those salaries. (Transcript, 18.)

Same.—The following statistical table of salaries paid in the University was presented by President MacLean and is to be found in the transcript at pages 20-21.

Instructional Staff of the University, 1904-1905.

College of Liberal Arts—		Salaries.	Average.
32 Professors	\$1,200—\$3,600		\$1,912
(1 salary of \$3,600; no others above \$2,400.)			
5 Assistant Professors	1,100— 1,400		1,220
13 Instructors	600— 1,100		854
5 Assistant Instructors	400— 900		600
8 Assistants	75— 750		293.75
College of Law—			
5 Professors	1,500— 4,000		2,180
(Deans's salary, \$4,000; no other above \$2,300.)			
1 Lecturer	500		500
College of Medicine—			
10 Professors	500— 3,000		1,465
(1 salary of \$3,000; no other above \$2,200.)			
5 Instructors	800— 1,000		960
2 Assistant Instructors	600		600



2 Demonstrators .....	150	150
1 Assistant Demonstrator .....	50	50
1 Assistant in Surgery .....	1,250	1,250
9 Assistants .....	50— 300	128
3 Lecturers .....	50— 200	117

#### College of Homeopathic Medicine—

5 Professors .....	750— 1,200	990
2 Assistants .....	800— 1,200	950
1 Lecturer .....	50	50

#### College of Pharmacy—

1 Professor .....	2,000	2,000
1 Instructor .....	700	700

#### Administrative Officers—

President .....	6,000	
Secretary .....	1,800	
Treasurer .....	800	
Registrar .....	100	
6 Assistants, clerks, etc. ....	225—1,000	621

#### Other Employes—(Salaries per month are set out.)

1 Engineer at power house .....	75	
6-7 (Average number through the year.)		
Firemen at boiler plants.....	40— 55	
10 Janitors .....	30— 55	
30 Sweepers and scrubbers (on part time)	2— 38	
1 Night watchman .....	50	
1 Watchman .....	39	
1 Campus laborer .....	39	

Same.—Tabulation of salaries paid to members of the administrative and instructional staff of the University, 1904-1905, by amounts:

\$6,000—1, the President of the University.  
 \$4,000—1, the Dean of the College of Law.  
 \$3,600—1 Professor.  
 \$3,000—1 Professor.  
 \$2,400—3 Professors.  
 \$2,300—2 Professors.  
 \$2,200—8 Professors.  
 \$2,100—1 Professor.  
 \$2,000—4 Professors.  
 \$1,900—2 Professors.  
 \$1,800—5 Professors and 1 Secretary of the Board.  
 \$1,700—1 Professor.  
 \$1,650—1 Professor.  
 \$1,600—4 Professors.  
 \$1,500—5 Professors and 1 Assistant Professor.



\$1,400—1 Professor.  
 \$1,300—2 Professors.  
 \$1,250—1 Assistant in Surgery.  
 \$1,200—7 Professors, 3 Assistant Professors, 1 Lecturer and Demonstrator.  
 \$1,100—5 Professors, 1 Assistant Professor, and 1 Instructor.  
 \$1,000—1 Assistant in Secretary's Office, 1 Acting Librarian, 7 Instructors, and 1 Demonstrator.  
 \$ 950—2 Professors.  
 \$ 900—1 Secretary to the President, 2 Instructors, 1 Assistant Instructor and Acting Dean of Women.  
 \$ 800—1 Treasurer, 6 Instructors and 2 Demonstrators.  
 \$ 750—1 Professor and 1 Assistant.  
 \$ 700—1 Executive Clerk, 1 Assistant, and 1 Instructor.  
 \$ 650—1 Storekeeper.  
 \$ 630—1 Cataloguer.  
 \$ 600—1 Assistant Registrar, 2 Instructors, and 4 Assistant Instructors.  
 \$ 500—2 Professors, 1 Assistant Instructor, and 1 Clerk.  
 \$ 450—1 Assistant in Library, 1 Stenographer, and 1 Attendant.  
 \$ 400—1 Assistant Cataloguer, 1 Assistant Instructor, and 1 Law Librarian.  
 \$ 300—4 Assistants and 1 Taxidermist.  
 \$ 250—1 Lecturer.

(Transcript, Appendix A.)

#### Teachers' Salaries.

Question. Why were teachers' salaries increased so materially after 1900?

Judge Babb: It comes from the fact that there are a great many more teachers than there were. There is very little increase in the salary. You take and compare the salary list, take any teacher and run through the records, the salary paid to an individual has been raised a very trifling sum, probably a couple of hundred dollars. Some of them of the lower class have been gradually raised from instructors to assistant professors and from assistant professors to professors. But the great increase has come from broadening and lengthening the courses of study in the different colleges. We went before the legislature when we first got a large increase in the support fund, which was probably five years ago this winter, with a definite promise of adding a number of different departments and broadening the work in certain lines. Now you take the medical course, we lengthened that from a three years course of six months to a four years course of nine months. Of course, in doing that, we provided for more work, more work by the same men, and additional work that had not been carried at all, that had to be done by new men. The law course was lengthened from two to three years. That required additional instruction. And the same way in the dental school, the course was lengthened there and additional work was added there, and in homeopathic medi-



cine and in the college of liberal arts. It would be a little more difficult to detail in the college of liberal arts, but those of you who went through the liberal arts college this morning noticed that we are preparing to do and are entering upon quite important graduate work. That is distinctively the work of a University as distinguished from a college. There used to be years ago, and it has not all died out yet, a feeling that there was a rivalry between the State University and the denominational colleges. That feeling has largely died out. The work of the University is supplementing the work of the colleges of the state in affording a place in the development of work that the denominational colleges have not the means to do. It is not only the person that wants to read medicine, study law, practice dentistry or pharmacy, that goes to the University for training in his professional work; but a student wants to take advanced work in different fields of science or literature, and here, if he is to receive it in Iowa, is the place where he must receive it. And we have been trying to accommodate that class of students and to do that class of work, which is true University work, as any university person knows. It is work that we are somewhat laggard in, as compared with some other universities, even in the West. Wisconsin is ahead of us, and Michigan, and we are clear behind the universities farther east in that work; and the consequence is that the better class of students have been migrating to the Eastern schools. Now we have broadened the course. You take it in what might be called administration—political science—social science—and in that line of work, we have broadened the work because we thought there was a demand for it, and where there was a single chair of political economy or something of that kind, it has branched out into four or five different chairs. \* \* \*

We are developing lines of study along lines of finance and administration and the higher studies for a man that wants to go into commercial life, just as all the progressive universities of the country are doing at this time. Wisconsin, Michigan, Chicago University, Minnesota—they are all developing these fields. We are trying to keep pace with the best work at least in the Central West, if we cannot reach some of the older institutions in the East. And the same way in chemistry, in botany, and in the various fields of natural science, we are trying to get better equipment and doing a higher grade of work, so as to carry the student as far as that subject will enable him to go anywhere. Now to do that has required additional instruction. More persons are required for that work, because when you branch out into these lines the classes get smaller, the work is more nearly individual work. Now, some of us were walking through the hall of liberal arts this morning. There was Professor Weld going through some experiments with one person, a young lady doing certain graduate work. He was working some experiments with her, doing that work for her. \* \* \* It is a higher grade of work, it is original investigation, it is a class of work that is not done in any of the colleges of the state, but it is a work we have to do if we are going to become a great University, and if Iowa is going to build up a University of which she shall feel a



pride, in comparison with the other universities of the country. That is the theory on which the board and the faculty have worked for the last four or five or six years. We are developing the chair of English here. We have probably some six hundred students in English now. They are developing a department of English here that is building up a reputation all over the country—not confined to state lines, but it is getting a reputation beyond state lines, of doing the best work in English that is being done in any of the Universities around. That requires a great deal of work preparing papers, etc. It is largely laboratory work, as applied to English. We are building up a department of psychology under Professor Patrick and Professor Seashore that is the equal of any in the country anywhere. They are pursuing a great deal of original investigation, investigation which is very helpful to the students, inspires them to a higher class of work, and is giving the institution a reputation everywhere where the character of the work is known. So that will answer your inquiry. I am simply giving you an outline of where you will find the development. (Transcript, 15-17.)

**High School Inspector.**—Question. Is the inspection made carefully in each of the high schools of the state?

President MacLean: Systematically and carefully. We have blanks which are filled out by the inspector. Each one of these schools, as it becomes accredited, makes an annual return on its blanks. The Code (Sec. 2640) provides that the State University shall begin its instruction where the high schools leave off. How can a university know where the high schools leave off? Either by examining individual students, or by going to the schools and inspecting them, and admitting graduates of inspected schools. The western system is to admit students from accredited schools. It is the Michigan system, the system in all the great states of the Middle West. Later it was discovered that we must have a closer relation with the schools, hence this visitation or inspection. It was implicit in the Code, it is a duty laid on the University, and it shows how the University is looked upon as a member of the public school system by the Code of Iowa. There are today in round numbers, 180 accredited schools on our list, schools that prepare fully for the State University. We have 59 schools on the partially accredited list. They do not prepare fully. They are three-year high schools for the most part. There is a gap there.

It has been seen that it was the University's business to allow the boys of these three-year high schools to connect—it was due to the small communities. This last year the regents made arrangements by which a graduate of a three-year high school may be admitted as an irregular or unclassified student, and he may enter upon such work as he is prepared for, and bring up his year later. (Transcript, 40-41.)

**Graduate Work—Small Colleges.**—Another practical way the University serves the people is in serving the colleges. This state is very strong in small colleges. We have been trying to get out of competition with them. These colleges have bright students whom they want to send on for graduate work. They have young instructors and they



have professors who want to brush up in their lines and they come to our graduate college at very little expense, as compared with going on to Chicago and East, and we have a large number of students who are entering from these small colleges. (President MacLean, Transcript, 41.)

**College of Medicine.**—Another way in which we are serving the state practically is in our college of medicine. A great many of the poor people of this state come and get the best scientific treatment free, because if they will go into the clinic they will get it free. We now have an overflowing clinic and an overflowing hospital. That is practical. In the dental college we have between 9,000 and 10,000 patients annually.

**State Bacteriological Laboratory.**—The state bacteriological laboratory which you gentlemen established here has already proved a great success. It has 600 sub-stations, where are deposited little flasks and little swabs, etc., so that if there is a case of diphtheria, if there is a case of typhoid fever, instantly the physician can take the sputum or the specimen, send it here by mail for examination, and by wire have a definite answer as to what the disease is. That, in turn, gives our students an opportunity to test these things practically, and gives you the cheapest kind of service in the state. And it gives an impulse to research work by not doing it theoretically and fancifully in the laboratory, but in the service of the people and practically. (President MacLean, Transcript, 41.)

**Difference Between a College and a University.**—There is a distinct difference between a college and a university. The college chooses men who are called professors whose chief business is to impart knowledge. They have stock knowledge. But a university has a higher type of professor. If the colleges of this state are going to send their graduates here instead of sending them to the Atlantic Seaboard or the University of Chicago or Northwestern, they require that our professors be more highly built up in knowledge, and be men who are doing research work, and publishing. They do not require that of the college professor. They want simply a good teacher, to impart stock knowledge. We want a man who is adding to the stock of knowledge, and teaching our students not simply by the impartation of stock knowledge, but teaching them how themselves to be the discoverers of knowledge, and how to apply old truths to the immediate problems, social and material, in the field of knowledge. We have to have men who have had their college education, their university education, who have travelled abroad, have been to the greatest masters of the world, and who must continually keep in touch with the growing tips of knowledge.

The Northwestern University is doing that kind of work. (President MacLean, Transcript, 43-44.)

**Expansion in the Last Five Years.**—It has been estimated that it would take a single person 99 years to pass all the courses offered in the University. For expansion in the last five years see the number of courses of study in photograph of diagram shown the last legislature.



Following is a copy of the diagram referred to:

Colleges.			Departments.		Courses.	
STATE UNIVERSITY OF IOWA. 1902-'03.	1	Graduate	1	Archaeology	18	
	2	Dentistry 36 months	2	Astronomy	4	
	3	Law 27 months	3	Botany	18	8
	4	Medicine 36 months	4	Chemistry	10	6
	5	Univ. Hospital	5	Civil Engineering	12	14
	6	School for Nurses	6	Electrical Engineering		6
	7	Hom. Medicine 36 months	7	Education	16	6
	8	Hom. Hospital	8	English	20	26
	9	School and Nurses	9	French	16	
	10	Liberal Arts	10	Greek	12	8
	11	Pharmacy 18 months	11	German	8	12
	12	School Applied Sciences 36 months	12	Geology	16	8
	13	Univ. Extension School	13	History	6	12
	14	Pol. and Soc. Science 36 months	14	Italian	2	
	15	Summer Session 6 weeks	15	Latin	24	14
	16	Library School	16	Morphology	16	
			17	Mathematics	18	14
			18	Mining Engineering	6	
			19	Mining & Metallurgy	6	
			20	Military Science		2
			21	Philosophy	18	6
			22	Physics	20	10
			23	Political Science	20	
			24	Public Speaking	18	
			25	Sociology	20	14
			26	Scandinavian	18	
			27	Spanish	2	
			28	Sanskrit	4	
			29	Zoology	10	4

The right hand column under "Courses" shows the 170 courses offered in the college of liberal arts in 1893-1894, the left hand column shows the 358 additional courses added up to and including 1902-1903, making a total of 528 courses in 1902-1903. The diagram suggests the whole story. The greater facts are the establishment of the graduate college in 1900, developed to an attendance of above 180 last year, the organization of the school of applied science in 1903, with a freshman enrollment multiplied by three this year; the opening of new departments like public speaking, mechanical engineering, etc.; the increase of the teaching staff in practically every department; the bringing up of the equipment all along the line; the raising of the standards of admission, of supervision, of instruction, of time for graduation, always the university as over against the college ideal has been applied. We have sought the best. The last two sentences will be our guides for the future of which you ask. The co-ordination of the educational forces of the state, with the university as the servant of all, and the service of the highest civilization of the state in every practical way in which science can be applied to humanity is within the scope of the University's charter and future. (President MacLean, Transcript, 81.)

**Work in the College of Liberal Arts.**—I think you will find that the work in the college of liberal arts falls into three quite diverse groups.

The language and letters men do their work largely by lectures, recitations and text books. The material science men do theirs largely through laboratories and experiments.

The political science men, history men, do their work by lectures and recitation and parallel readings, through a hundred and one books and papers that are presented.



The department of English has almost become a group by itself. To teach English by the modern, or laboratory method, each student prepares themes very frequently. These themes are corrected with red ink, and then the student sits down with the theme reader to have the benefit of oral criticism, and that is called the laboratory method. So there will be different kinds of hours appearing on the schedule submitted, and unless these explanations are made, great injustice, for example, would be done to, we will say, a man in letters and languages. We will say that he meets classes twelve or fifteen hours a week, and then he has his office hours, and then some hours, perhaps, for theme readers. He does not make what looks like a heavy return of work. The man in natural sciences is scheduled from eight to twelve and from one to five, and his total for the week will be apparently thirty to forty hours, and the casual observer will say that that professor is doing the state full justice, and the other is loafing. (President MacLean, Transcript, 83.)

**Iowa Students in Other Universities.**—There were 1,900 students last year out of this state in the leading universities of this country. (Transcript, 46.)

**The Board of Control.**—The Board of Control visits us once in two years, in advance of the meeting of the legislature. The full board generally comes and spends several days here. They go to the secretary's office and check up or audit the accounts, look over the minutes of the board of regents from the time of their last visitation to that date, look into all the accounts, call for the original vouchers, and make apparently a thoroughgoing investigation as to our keeping of accounts, management of funds, and our expenditures. They then make their recommendations in their report to you. (President MacLean, Transcript, 50.)

**Investigation by Board of Control.**—"In addition to the powers heretofore mentioned to be exercised by the Board of Control, the said board shall investigate thoroughly the reports and doings of the regents of the State University, and the trustees of the State Normal School, and the State College of Agriculture and Mechanic Arts and the books and records of said institutions, for the purpose of ascertaining:

(1.) Whether the persons holding positions have faithfully accounted for all moneys of the state which have been drawn from the state treasury or have come into their hands otherwise.

(2.) If appropriations have been drawn from the state treasury in accordance with law and so expended.

(3.) Whether such persons have drawn money for services per diem, mileage or expenses, or otherwise, not authorized by law, or have authorized expenditures without authority of law."

Code Supplement, Sec. 2727-a53.

**Same—Power to Subpoena and Examine Witnesses.**—"The said board shall have power to visit the educational institutions, subpoena and examine witnesses and enforce attendance, and to require the production of books, records, papers and memoranda."



Code Supplement, Sec. 2727—a54.

**Same—Examination of Contracts.**—"It shall be the duty of said board to investigate the manner in which all contracts for the educational institutions have been let, and to ascertain whether or not the matters in charge of such officials are conducted in an economical and business like manner; and to report the result of such investigation to the governor with the other reports to be filed with that officer."

Code Supplement, Sec. 2727—a55.

**Same—Estimates of Costs of Improvements.**—"And when any one of the three last above named educational institutions shall ask appropriations for any building or betterments, said institution or institutions shall first have prepared by the architect provided for in this act estimates of the cost, plans and specifications of said buildings or betterments, and submit the same to the following general assembly."

Code Supplement, Sec. 2727—a56.

#### TABULATION OF METHODS OF ADMINISTERING UNIVERSITIES OF THIRTY STATES.—1902.

Twenty-nine out of the thirty universities tabulated have administrative boards, called regents, trustees, curators, etc., which administer **all the affairs** of their respective universities.

Twelve of these boards are appointed—those of Alabama, California, Georgia, Idaho, Kansas, Minnesota, North Dakota, Ohio, Utah, Washington, Wisconsin and Wyoming.

Four of these boards are elected by the people—those of Colorado, Illinois, Michigan and Nebraska.

In Indiana three trustees are chosen by the alumni of the University and five by the State Board of Education.

In Iowa the regents are chosen by the legislature for six-year terms.

In New York the regents are chosen by the legislature for life terms.

Definite information concerning methods of election in the other states was not available.

In fourteen states, Alabama, Arkansas, California, Georgia, Illinois, Iowa, Minnesota, Mississippi, New Mexico, New York, Ohio, Oklahoma, Tennessee, Vermont, governors are members of boards, *ex-officiis*.

In eleven states, Alabama, California, Illinois, Iowa, Minnesota, Mississippi, New Mexico, New York, Tennessee, Wisconsin, Wyoming, superintendents of public instruction are members of boards, *ex-officiis*.

In eight states, Colorado, Kansas, Michigan, Minnesota, Utah, Vermont, Wisconsin, Wyoming, the presidents of state universities are members of boards, *ex-officiis*.

Other *ex-officiis* members, varying in different states, are such officers as lieutenant-governors, speakers of houses, and presidents of boards of agriculture.

In none of these thirty states is found a university acting under



one Board of Financial Control and another Board of Educational Control. In every instance the board of regents or trustees administers the university, both as to finances and educational matters.

Alabama—Board of twelve trustees. The governor and superintendent of public instruction are trustees, ex-officiis. Ten members "by appointment." Term, 6 years;  $\frac{1}{3}$  of board elected every 2 years.

Arkansas—Board of seven trustees. Governor is president of board, ex-officio.

California—Board of twenty-three regents. The governor, lieutenant-governor, speaker of the assembly, state superintendent of public instruction, president state agricultural society, president Mechanics' Institute of San Francisco and president of the university, are members ex-officiis. Sixteen other members of the board are appointed by the governor, with approval of the senate.

Colorado—Board of seven regents. President of university member and president of board, ex-officio. Six members elected by the people. Term, six years  $\frac{1}{3}$  of board elected every two years.

Georgia—Board of twenty-one trustees. Governor is president of board, ex-officio. The president of board of trustees of School of Technology, president board of commissioners, Georgia Normal and Industrial College, and President of board of Commissioners, Industrial College for Colored Youths (these institutions being parts of the University of Georgia) are members of board, ex-officiis. Seventeen members are appointed by the governor, with approval of the senate, being one from each congressional district, four from the state at large, and two from Athens, Georgia.

The university has departments at six different places in Georgia, the larger part being at Athens. "The immediate control and management of each of the departments of the university situated elsewhere than at Athens is entrusted (subject to general control of the University trustees) to a "Local Board" of trustees or a "Commission," the number of members, mode of appointment, and terms of office of which vary."

Idaho—Board of five regents, appointed by the governor. Term, six years; one-third elected every two years.

Illinois—Board of twelve trustees. The governor, president of state board of agriculture, and superintendent of public instruction, are members of board, ex-officiis. Nine members are elected by people.

Indiana—Board of eight trustees. Three are chosen by alumni of the university, and five by the state board of education, which is composed of "the governor, state superintendent of public instruction, the president of the State University, the president of Purdue University, the president of the State Normal School, the superintendent of common schools of the three largest cities in the state, and three citizens of prominence actively engaged in educational work in the state, appointed by the governor, at least one of whom shall be a county superintendent, none of whom shall be appointed from any county in which any other member of the state board of education resides, or from



which any other member was appointed." Term, three years; one-third of board chosen every year.

Iowa—Board of regents. Governor and superintendent of public instruction members, ex-officiis. The legislature elects the other eleven members, one from each congressional district. Term, six years; one-third of board chosen every two years.

Kansas—Board of seven regents. The chancellor of university is member of board, ex-officio. Six members are appointed by the governor, with approval of the senate. Term, four years; one-half appointed every two years.

Michigan—Board of nine regents. The president of the university is president of board of regents, ex-officio. Eight members are elected by the people. Term, eight years; one-fourth of board elected every two years.

Minnesota—Board of thirteen regents. President of University, governor, and superintendent of public instruction are members, ex-officiis. Ten members are appointed by the governor, with concurrence of senate. Term, six years; one-third of board appointed every two years.

Mississippi—Board of seventeen trustees. Governor and superintendent of public instruction are members of board, ex-officiis. There is one member from each congressional district, and there are nine from the state at large.

Missouri—Board of nine curators. Term, six years; one-third of board chosen every two years.

Nebraska—Board of six regents, chosen by the people. Term, six years; one-third of board chosen every two years.

New Mexico—Board of seven regents; the governor and superintendent of public instruction, ex-officiis, and five other members.

New York—Board of twenty-three regents. The governor, lieutenant-governor, secretary of state, and superintendent of public instruction, are members ex-officiis. Nineteen members are chosen by the legislature for life.

North Dakota—Board of five trustees, appointed by the governor, the senate concurring. Term, four years; one-half of board appointed every two years.

Ohio—Ohio State University at Columbus. Board of seven trustees appointed by the governor, the senate concurring. Term, seven years.

Ohio University at Athens. Board of twenty-one trustees. The governor is president of board, ex-officio. Twenty members "are appointed by state authority."

Oklahoma—Board of six regents. Governor is member, ex-officio. Five other members.

Oregon—Board of nine regents.

South Dakota—Educational institutions, including university, under control of "regents of education," five in number.

Tennessee—Board of thirty-three trustees. Governor, secretary of state, and superintendent of public instruction, are members of board, ex-officiis. Thirty members are "chosen from the different congres-



sional districts of the state, who serve for life, or until removal from the state, or resignation."

Utah—Board of regents. Chancellor of university is member, ex-officio. Eight members are appointed by the governor. Term, two years.

Vermont—Board of twenty trustees. The president of the university and governor of the state are members, ex-officiis. There are nine trustees "on the part of the University of Vermont," and nine "on the part of the Vermont Agricultural College." The terms of the latter are six years, one-third of them being chosen every two years. The University of Vermont was established in 1791, receiving lands, moneys, etc., at that time and subsequently. The Vermont Agricultural College was established in 1862, receiving certain lands from the United States. By an act approved Nov. 6, 1865, the two were incorporated into one institution by the name of "The University of Vermont and State Agricultural College." "This corporation is invested with the property, rights, powers and privileges which belonged to both or either of the corporations so combined, and 'shall be and remain a body corporate forever, for the purpose of carrying out the objects contemplated in the respective charters.'" "Sec. II of the Charter provides that, for the purpose of receiving property by gift, grant, bequest, or otherwise, and for certain other purposes therein specified, each of the original corporations shall be deemed and treated as having continued in life."

Virginia—Board of nine visitors.

Washington—Board of seven regents, appointed by the governor, with concurrence of senate. Term, six years. The terms of part of the board expire every year.

West Virginia—Board of nine regents.

Wisconsin—Board of fifteen regents. The president of the university and the state superintendent are members, ex-officiis. Thirteen members of the board are appointed by the governor, two from the state at large, and one from each congressional district. Term, three years.

Wyoming—Board of eleven trustees. President of university and state superintendent of public instruction are members, ex-officiis. Nine members are appointed by the governor, with concurrence of senate. Term, six years; one-third of board appointed every two years.

Statement concerning the governing board of the University of Maine, made by President George E. Fellows of that university, March 27, 1905, in a letter to President MacLean.

"The name of the governing board of the university is the 'Board of Trustees of the University of Maine.'

Number of members, eight.

Appointed by the governor and council for seven years, except that one member is nominated by the alumni and appointed by the governor for three years.

There are no ex-officio members.

Members get two dollars per day, and twenty cents per mile for



actual travel in attendance upon board meetings. The per diem compensation is only during attendance on meetings.

There is no additional governing board, or state board of control, or organization or body whatsoever, that has any authority in the university. The board of trustees is supreme."

The foregoing tables were prepared and submitted by President MacLean. (Transcript, 93.)



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TABLES SHOWING THE PAY ROLL OF THE  
UNIVERSITY, BY COLLEGES AND  
DEPARTMENTS, DURING THE  
YEARS 1895-1896 TO  
1904-1905 IN-  
CLUSIVE.

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	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
<i>Administration.</i>										
Charles A. Schaeffer, President.....	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 833.82						
George E. Mac Lean, President.....				500.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
W. J. Haddock, Secretary of the Board.....	2,000.00	2,000.00	2,090.00	2,000.00	2,000.00	2,000.00	2,000.00	918.63		
Mrs. Emma Haddock, Clerk to Sec'y of Bo'rd.....	500.00	600.00	600.00	600.00	600.00	800.00	800.00	233.81		
Lovel Swisher, Treasurer.....	800.00	800.00	800.00	800.00	800.00	1,400.00	1,400.00	1,400.00	1,400.00	800.00
Alice B. Chase, Stenographer.....	325.00	325.00	325.00	325.00	505.00					
Alice B. Chase, Sec'y to President.....						700.00	700.00	700.00	680.00	700.00
Bertha Quaintance, Registrar.....						700.00	700.00	700.00		
Luther A. Brewer, Publisher.....						500.00	500.00	500.00		
Stenographic and Messenger Service.....						213.14				
Edward C. Barrett, Clerk in Presid'ts Office.....							184.12	225.00	275.00	
W. J. McChesney, Sec'y Board of Regents.....								800.00	1,500.00	1,800.00
Anna H. Quinn.....								200.00		
L. W. Dutcher, Ass't Secretary.....								109.80	900.00	1,000.00
Clara L. Abernethy, Ass't Registrar.....								400.00	500.00	600.00
F. C. Drake, Executive Clerk.....									900.00	900.00
Alice Young, Registrar and Dean of Women.....									1,500.00	
Eula DeVoll, Assistant.....										330.00
Registrar's Assistance by the hour.....										162.05
R. B. Pike, Clerk.....										225.00
Total Salaries, Administration.....	8,625.00	8,725.00	8,725.00	5,058.32	9,903.00	12,813.14	12,284.12	12,884.74	13,605.00	12,517.05

#### LIBRARIANS.

J. W. Rich, Librarian.....	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00							
Mrs. Bertha G. Ridgway, Assistant.....	500.00	600.00	600.00							
Mary Barrett, Assistant.....		250.00								
Metta Loomis, Assistant.....			800.00							
Mrs. B. G. Ridgway, Librarian.....				\$ 800.00	\$ 700.00	\$ 900.00	\$ 900.00	\$ 900.00		
Bessie G. Parker, Assistant.....				450.00	480.00	550.00	550.00			
Ethel Charlton, Assistant.....				450.00						
Louise Moulton, Assistant.....				800.00						
Mary K. Heard, Assistant.....					180.00	550.00				
Jennie I. Fenton, Assistant.....					240.00	240.00				
E. M. Turner, Assistant.....						50.00				
Harriett A. Wood, Cataloguer.....							900.00	1,200.00		
Margaret Buddington, Assistant.....							173.75			
Joanna G. Strange, Assistant.....							289.55	300.00	\$ 300.00	\$ 300.00
Grace E. Switzer, Assistant.....							129.70			
M. C. Gaston, Assistant.....							1.40			
James H. Lees, Assistant.....							.80			
Mabel Colcord, Assistant Cataloguer.....								720.00	1,000.00	



Nyle W. Jones, Assistant.....								\$ 125.00	\$ 125.00	\$ 125.00
Ida E. Sawyer, Reference Assistant.....								550.00	840.00	.....
Jessie Sawyer, Assistant Cataloguer.....									720.00	.....
Assistants by the hour.....									125.00	126.60
M. G. Wyer, Acting Librarian.....										1,000.00
Delia Sanford, Cataloguer.....										680.00
Louise Howell, Assistant Cataloguer.....										400.00
Lavina Steele, Reference Assistant.....										280.00
Total.....	\$ 2,000.00	\$ 2,350.00	\$ 2,400.00	\$ 1,800.00	\$ 1,600.00	\$ 2,250.00	\$ 2,945.20	\$ 3,795.00	\$ 3,110.00	\$ 2,861.60

# COLLEGE OF LIBERAL ARTS.

<i>Botany.</i>										
*T. H. McBride, Professor.....	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
*Bohumil Shimek, Assistant Professor.....	1,100.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,800.00	1,800.00	1,800.00	1,600.00
Assistant.....	25.00	25.00								
C. L. Smith, Assistant.....		150.00								
A. J. Burge, Assistant.....		200.00					50.00	62.50		
James E. Gow, Assistant.....						50.00	50.00			
C. I. Lambert, Assistant.....								125.00	225.00	225.00
F. J. Seaver, Assistant.....								50.00		
H. H. Ivins, Assistant.....								100.00	50.00	300.00
L. M. Cavanaugh, Assistant.....										
<i>Chemistry.</i>										
Launcelot W. Andrews, Professor.....	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,400.00	2,400.00	2,400.00	
Percy H. Walker, Instructor.....	900.00		900.00	900.00						
H. E. Radasch, Assistant in Laboratory.....	200.00									
Carl Ende, Instructor.....		900.00								
Lester Jackson, Instructor.....		250.00	300.00							
F. N. Binck, Assistant.....				200.00	400.00	400.00				
C. L. von Ende, Instructor.....					900.00	900.00	1,000.00	1,000.00	1,000.00	1,000.00
H. H. Lochridge, Storekeeper.....							650.00	650.00	650.00	260.00
Alice Ankeny, Fellow.....							225.00	400.00		
G. G. Trary, Fellow.....									225.00	
C. L. Bryden, Instructor.....										900.00
H. V. Farr, Storekeeper.....										172.50
C. G. Runyon, Storekeeper.....										150.00
R. E. Humphrey, Assistant.....										12.50
W. R. Dickson, Assistant.....										12.50
<i>Civil Engineering.</i>										
A. V. Sims, Professor.....	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,200.00	2,200.00	2,200.00	
C. S. McGowan, Assistant Professor.....	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	
Russell T. Hartman, Instructor.....		500.00	500.00							
C. T. Dey.....		100.00								
R. B. H. Begg, Instructor.....					500.00					
Gaylord Weeks, Instructor.....						600.00	1,000.00			

\*T. H. McBride—(See also College of Pharmacy.)  
 \*Bohumil Shimek—(See also College of Pharmacy.)



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Roy C. Hardman, Assistant							\$ 52.00			
B. J. Lambert, Instructor								\$ 1,000.00	\$ 1,000.00	\$ 1,100.00
S. E. Shaff, Assistant								801.66	650.00	780.00
W. B. Nevins									400.00	
W. G. Raymond, Professor										3,600.00
Marcia A. Dunham, Stenographer										400.00
<i>English</i>										
Geo. H. Wauchope, Professor	\$ 1,800.00	\$ 1,800.00	\$ 700.00							
Geo. O. Cook, Instructor		800.00	800.00	\$ 800.00						
Harry E. Kelley, Instructor		800.00	800.00	850.00						
Albert E. Egge, Instructor	900.00									
W. P. Reeves, Professor			1,100.00	1,800.00	\$ 1,800.00					
C. F. Ansley, Professor					2,000.00	\$ 2,000.00	2,200.00	2,200.00	2,200.00	2,200.00
Nathaniel E. Griffin, Instructor					600.00					
S. B. Sloan, Assistant					200.00					
Alice Young, Assistant Professor and Dean						1,500.00	1,500.00	1,500.00		
S. M. Hagen, Instructor						700.00	800.00	800.00	800.00	820.00
Samuel B. Sloan, Assistant Instructor						500.00	700.00	800.00	800.00	800.00
C. B. Cooper, Assistant Instructor						500.00	500.00			
Percival Hunt, Scholar						100.00	225.00	600.00	600.00	609.00
Eleanor Hatch, Scholar						50.00				
Assistants paid by the hour						78.85				
John G. Bowman, Scholar							125.00	400.00	500.00	
Mary E. Polk, Scholar							125.00	225.00		
Sarah R. Quigley, Theme Reader							39.75	125.00		700.00
Mabel A. Rundel, Theme Reader							100.00	100.00	100.00	100.00
L. H. Mitchell, Theme Reader							50.00	80.00		
Emma L. M. Reppert, Theme Reader							28.25			
Jennie O. Loizeaux, Theme Reader							100.00	100.00		
Bessie Stover, Theme Reader							18.75			
Paul S. Filer, Theme Reader							19.50	125.00		
Mary G. Chawner, Fellow								225.00	225.00	400.00
Elizabeth L. Sherwood, Theme Reader								50.00	125.00	
Henry G. Walker, Theme Reader								5.00		
Marjorie Quigley, Theme Reader								49.25		
Alice B. Curtis, Theme Reader								18.50		
Rita Kelley, Theme Reader								75.00	100.00	
Joanna Strange, Theme Reader								72.25	75.00	100.00
Bertha Quaintance, Assistant									700.00	
May Shuck, Scholar									125.00	
Alsa Robinson, Theme Reader									100.00	
E. C. Barrett, Theme Reader									25.00	
Cecelia Loizeaux, Theme Reader									50.00	
Alice Waldron, Theme Reader									50.00	\$ 50.00
Joseph Wiehr, Assistant										100.00



L. A. Brewer, Lecturer on Journalism.....										\$ 250.00
Ella I. Waterbury, Theme Reader.....										100.00
Francis A. Carroll, Theme Reader.....										75.00
Sadie Jacobs, Theme Reader.....										50.00
Mabel M. Volland, Theme Reader.....										50.00
Martha Hutchinson, Theme Reader.....										30.00
Lois Davidson, Theme Reader.....										37.50
Virginia Haldeman, Theme Reader.....										30.00
E. G. Quigley, Theme Reader.....										25.00
Julia Swanson, Theme Reader.....										
<i>French</i>										
F. C. L. Van Steenderen, Professor.....	\$ 1,200.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,500.00	\$ 1,600.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	1,800.00
Delia Hutchinson, Instructor.....		600.00	600.00		105.00				300.00	
W. O. Farnsworth, Instructor.....				600.00	800.00					
J. D. Batchelder, Instructor.....						1,000.00				
Bertha A. Williams, Assistant.....						200.00				
Stephen H. Bush, Instructor.....							800.00	1,000.00	1,100.00	1,100.00
Victoria Hueska, Scholar.....							125.00			
Harriett G. Holt, Instructor.....								500.00	200.00	
Fannie A. Sunier, Scholar.....								125.00		
Alice McGee, Scholar.....									125.00	
Hertha Voss, Ass't Instructor.....										500.00
<i>Geology</i>										
Samuel Calvin, Professor.....	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,400.00	2,400.00	2,400.00	2,400.00
Robert L. McCord, Assistant.....		200.00								
Thos. E. Savage, Fellow.....			200.00							
H. Foster Bain, Lecturer.....			100.00							
H. A. Mueller, Assistant.....				200.00						
Russel D. George, Instructor.....						800.00	1,200.00	1,500.00		
John Carville, Assistant.....						450.00	450.00	450.00	450.00	450.00
James H. Lees, Scholar.....							125.00	225.00		
F. A. Wilder, Professor.....									2,100.00	2,100.00
Alice McGee, Scholar.....									125.00	
<i>German</i>										
C. B. Wilson, Professor.....	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,200.00	2,200.00	2,200.00	2,200.00
F. B. Sturm, Instructor.....	900.00		900.00	900.00	900.00	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00
Carl Schlenker, Instructor.....		900.00	900.00							
Carl Triemer and Karl D. Jessen.....		699.96								
C. W. Eastman, Instructor.....				800.00	800.00	900.00	1,200.00	1,200.00	1,200.00	1,200.00
C. A. Williams, Fellow.....							225.00			
George C. Wise, Scholar.....							125.00			
Fletcher Briggs, Fellow.....								225.00		
Charlotte M. Lorenz, Scholar.....								125.00		
Hattie Plock, Fellow.....									225.00	
Charlotte M. Lorenz, Fellow.....									225.00	
<i>Greek</i>										
Leona A. Call, Assistant Professor in charge.....	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00					
Leona A. Call, Professor.....						1,500.00	1,500.00	1,500.00	1,500.00	1,200.00
Arthur Fairbanks, Professor.....						2,000.00	2,000.00	2,200.00	2,200.00	2,200.00
Myron O. Gaston, Scholar.....							125.00			



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Mabel G. Smith, Scholar.....								\$ 125.00		
R. D. Krebs, Scholar.....									\$ 125.00	
<i>History.</i>										
W. C. Wilcox, Professor.....	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,900.00	\$ 2,000.00	\$ 2,200.00	2,200.00	2,200.00	\$ 2,200.00
H. G. Plum, Fellow.....	800.00									
H. G. Plum, Instructor.....		800.00	800.00			1,000.00	1,200.00	1,200.00	1,200.00	1,400.00
Percy L. Kaye, Instructor.....				600.00	800.00					
David Jones, Scholar.....						200.00				
Frank H. Garver, Fellow.....							225.00			
Paul S. Pierce, Instructor.....								400.00	725.00	
Theodore J. Saam, Fellow.....								225.00		
H. C. Nelson, Assistant.....										125.00
<i>Latin.</i>										
Amos N. Currier, Professor and Dean.....	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	2,400.00	2,400.00	2,400.00	2,400.00
F. H. Potter, Instructor.....	1,000.00	1,000.00	1,000.00	1,250.00	1,100.00	1,200.00				
Louise E. Hughes, Instructor.....		800.00	800.00	1,020.00	900.00	1,000.00	1,000.00	1,000.00	1,000.00	
Amos N. Currier, Acting President.....				500.00	500.00					
Katherine Paine, Fellow.....						250.00		200.00		
Cleveland K. Chase, Asst. Prof.....							1,300.00	1,300.00	1,300.00	1,300.00
Helen M. Eddy, Fellow.....							225.00	225.00	225.00	
Assistance, Dean's Office.....										75.00
<i>Mathematics.</i>										
L. G. Weld, Professor and Dean.....	1,900.00	2,000.00	2,000.00	2,000.00	2,000.00	2,100.00	2,300.00	2,300.00	2,300.00	2,300.00
A. G. Smith, Assistant Professor.....	900.00	1,000.00	1,000.00	1,000.00	1,100.00	1,200.00	1,300.00	1,300.00	1,300.00	
G. N. Bauer, Instructor.....	600.00	750.00	750.00							
F. D. Merritt, Instructor.....		600.00	600.00	600.00						
W. T. Noss, Instructor.....	500.00									
Burton S. Easton, Instructor.....				600.00						
J. B. Westfall, Instructor.....					800.00	900.00	1,000.00	1,000.00	1,000.00	1,000.00
August von Ende, Instructor.....					400.00	500.00				
W. E. Beck, Scholar.....						80.00	500.00	575.00	575.00	675.00
S. T. Tamura, Scholar.....						200.00				
W. M. Boehm, Assistant.....						50.00				
Harry E. Burton, Scholar.....							125.00			
Henry E. Burton, Fellow.....								225.00		
Ida Speidel, Scholar.....									125.00	
Anna Johnson, Scholar.....									125.00	
E. L. Dodd, Instructor.....										800.00
Assistance for Dean of Graduate College.....										175.00
Ass't for Director, School of App'd Science.....										125.00
<i>Morphology.</i>										
G. L. Houser, Assistant Professor in Charge.....	900.00	1,000.00	1,000.00	1,250.00	1,400.00		1,600.00	1,600.00	1,600.00	1,600.00
A. J. Burge, Fellow.....			300.00							
J. J. Lambert, Assistant.....				50.00	400.00	\$ 900.00	900.00	900.00	900.00	1,000.00
Chas. I. Lambert, Assistant.....						100.00	50.00			



Frank A Stromsten, Scholar						\$ 200.00	\$ 225.00	\$ 450.00		
F. D. Kern, Laboratory Assistant								50.00	\$ 70.00	
H. M. Joins, Assistant									25.00	\$ 100.00
H. L. Moon, Assistant										25.00
O. V. Wille, Assistant										25.00
<i>Pedagogy</i>										
J. J. McConnell, Professor	\$ 1,900.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00					
H. C. Dorcas, Instructor	250.00	700.00	900.00	900.00	900.00	1,025.00	1,400.00		1,400.01	
J. J. McConnell, Prof., Inspector of High Schools & Dean of Summer Session						2,000.00				
F. E. Bolton, Assistant Professor						1,700.00	1,900.00	1,900.00	1,900.00	1,900.00
J. F. Brown, Asst. Prof. & High School Ins'r							1,500.00	1,600.00	1,800.00	1,800.00
J. Percival Hugget, Inst'or and Univ. Ex'mer								1,175.00		
Edwin R. Collins, Scholar								125.00		
University Examiner's Assistance									181.00	
H. C. Dorcas, Asst. Prof. Univ. Ex. and Reg'r										1,500.00
<i>Philosophy</i>										
G. T. W. Patrick, Professor	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,200.00	1,100.00	605.09	2,200.00
J. A. Gilbert, Assistant Professor	1,000.00	1,000.00								
C. E. Seashore, Assistant Professor			1,000.00	1,000.00	1,100.00	1,200.00	1,500.00	1,500.00	1,600.00	1,700.00
Mabel C. Williams, Assistant					100.00	100.00	225.00	250.00	500.00	
H. Heath Bawden, Teaching Fellow						400.00				
H. W. Stewart, Assistant Instructor							400.00	800.00	800.00	
Mark W. Williams, Scholar							125.00			
L. F. Schaub, Scholar								125.00		
Daniel Starch, Scholar									125.00	
Grace Kent, Scholar									125.00	
J. B. Miner, Instructor										600.00
<i>Physics</i>										
A. A. Veblen, Professor	1,900.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,200.00	2,200.00	2,200.00	1,800.00
A. L. Arner, Assistant Professor	1,000.00									
C. H. Bowman, Fellow	300.00	800.00	800.00	800.00	800.00					
Arthur Bailly, Assistant		200.00								
B. D. Willis, Assistant		100.00								
C. F. Lorenz, Fellow			800.00			800.00	900.00	900.00	900.00	900.00
George L. Grimes, Assistant			400.00							
Oswald Veblen, Fellow				200.00						
Lee P. Sieg, Assistant					200.00	250.00	225.00	225.00		
W. M. Boehm, Assistant							125.00	125.00	225.00	
Carl V. Kent, Assistant								50.00		
Grace Kent, Scholar									125.00	
A. G. Smith, Professor										1,800.00
Garrett Boss, Assistant										75.00
<i>Political Science</i>										
I. A. Loos, Professor	1,900.00	2,000.00	2,000.00	2,000.00	2,000.00					
Charles Beardsley, Instructor	800.00									
B. F. Shambaugh, Instructor	400.00	1,000.00								
F. V. Brock, Fellow		300.00								
C. H. Van Law, Fellow		200.00	500.00							
W. R. Patterson, Instructor				500.00	800.00					



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
W. J. McGee, Lecturer.....				\$ 158.43						
B. F. Shambaugh, Professor.....						\$ 1,800.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Simeon E. Thomas, Fellow.....						200.00	600.00			
Kiyoshi Kawakami, Fellow.....							225.00			
Frank E. Horack, Instructor.....								600.00	700.00	800.00
<i>Public Speaking.</i>										
Pauline K. Partridge, Instructor.....	\$ 300.00	\$ 300.00	\$ 200.00	800.00	\$ 300.00					
H. M. Hanson, Instructor.....			100.00							
H. E. Gordon, Professor.....						2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Hugh S. Buffum, Scholar.....							125.00			
Mary S. Everts, Scholar.....							250.00	500.00	500.00	
Thomas Farrell, Scholar.....								125.00		
Jesse Resser, Scholar.....									125.00	
Mary S. Everts, Ass't. Inst'r, Act. Dean Wom'n										900.00
<i>Zoology.</i>										
C. C. Nutting, Professor.....	1,900.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,200.00	2,200.00	2,200.00	2,200.00
H. F. Wickham, Ass't. Prof.....	900.00	1,000.00	1,000.00	1,000.00	1,100.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Jos. H. Ridgway, Taxidermist.....	450.00	600.00	800.00	800.00						
Frank Russell, Assistant.....	600.00	200.00								
A. D. Whedon, Assistant.....					150.00					
Rudolph Anderson, Taxidermist.....						300.00	300.00	300.00	300.00	300.00
James H. Paarmann, Scholar.....							125.00			
W. B. Bell, Scholar.....								125.00	225.00	
<i>Government and Administration.</i>										
B. F. Shambaugh, Professor.....			1,000.00	1,250.00	1,600.00					
<i>Military Science</i>										
Geo. E. Schaeffer, Instructor.....				600.00						
F. S. Holsteen, Instructor.....					300.00					
O. A. Buck, Band Instructor.....					100.00	100.00	150.00	150.00		
Gordon F. Harkness, Commandant.....						300.00				
Geo. R. Burnett, Commandant.....							500.00	500.00	500.00	500.00
James Kirby, Armorer.....								60.00	60.00	
F. R. Molsberry, Band Master.....									150.00	150.00
H. M. Pratt, Armorer.....										60.00
Salaries paid Students.....										150.00
<i>Physical Training.</i>										
A. A. Knipe, Director.....					500.00	1,800.00	2,000.00	1,400.00		
Mabel R. Morgan, Assistant.....						265.00	400.00			
Valborg Kastman, Assistant.....								450.00	450.00	600.00
Athletic Ass'n, per W. A. Fry, Treasurer.....								500.00		
J. G. Chalmers, Director.....									1,500.00	1,500.00
Nellie Sebern, Pianist.....									61.20	
Zoe DeSelle, Pianist.....										65.55
<i>Scandinavian.</i>										
George T. Flom, Instructor.....						1,000.00	1,200.00	1,200.00	1,200.00	1,200.00



<i>Sociology.</i>										
I. A. Loos, Professor.....						\$ 2,000.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00
Wm. R. Patterson, Instructor.....						1,000.00				1,800.00
J. E. Conner, Fellow.....						300.00	167.50			
M. L. Kephart, Scholar.....							12.50			
Margart A. Shaffner, Instructor.....								600.00	800.00	800.00
Henry S. Hollenbeck, Scholar.....								75.00		
J. M. Mehaffy, Scholar.....								50.00		
C. W. Wassam, Scholar.....									125.00	
<i>Economics and Statistics.</i>										
W. R. Patterson, asst. Professor.....							1,040.00			
T. W. Mitchell, ass't. Instructor.....								450.00		
J. E. Conner, ass't. Instructor.....								500.00		
Geo. L. Cady, Lecturer.....								200.00	200.00	
J. A. Underwood, Scholar.....								125.00	225.00	
F. R. Rutter, Lecturer.....									60.00	
<i>Electrical, Mechanical Engineering.</i>										
R. T. Wells, ass't. Professor.....									1,200.00	200.00
<i>Journalism.</i>										
L. A. Brewer, Lecturer.....									500.00	
<i>Engineering and Municipal and Sanitary.</i>										
C. S. Magowan, Professor.....										1,500.00
Total of salaries, college of Liberal Arts.	\$ 46,125.00	\$ 52,274.96	\$ 53,050.00	\$ 53,428.43	\$ 56,555.00	\$ 69,998.85	\$ 80,988.75	\$ 85,386.66	\$ 86,577.21	\$ 87,389.53

#### COLLEGE OF LAW.

Emlin Mc Clain, Professor and Dean.....	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 2,683.32				
Samual Hayes, Professor..	2,300.00	2,300.00	2,300.00	2,300.00	2,300.00	2,300.00	\$ 2,300.00	\$ 2,300.00	\$ 2,300.00	\$ 2,300.00
John J. Ney, Professor.....	1,200.00	1,000.00	1,000.00							
E. P. Seeds, Professor.....	1,000.00	1,500.00	1,500.00							
James A. Robach, Professor.....	1,600.00	1,700.00	1,700.00	1,700.00						
M. J. Wade, Lecturer.....	250.00	250.00	250.00	250.00	250.00		500.00	500.00		
Geo. J. Wright, Lecturer.....	200.00									
G. S. Robinson, Lecturer.....	100.00	100.00	100.00	100.00	100.00					
L. G. Kinne, Lecturer.....	200.00	200.00	200.00							
H. E. Deemer, Lecturer.....	100.00	100.00	100.00	300.00	300.00		500.00	500.00	500.00	
J. G. Marner, Librarian.....	300.00									
Assistant Librarians.....	50.00	50.00	50.00	50.00	50.00	50.00	75.00	75.00	75.00	75.00
Law Department Stenographer.....	15.00									
Lecturer.....		30.00								
L. C. Rinard, Librarian.....		400.00	400.00							
Theodore Anderson, Librarian.....				400.00	400.00					
Wambaugh, Lecturer.....			100.00							
H. S. Richards, Professor.....				1,500.00	1,600.00	1,800.00	2,200.00	3,000.00		
E. A. Wilcox, Professor.....					1,500.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00
Lecturers.....						500.00				
H. C. Horack, Librarian.....						400.00	400.00			
R. P. Roedell, Stenographer.....						820.00				



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
O. N. Gregory, Professor & Dean .....							\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Emlin McClain, Lecturer .....							500.00	500.00	500.00	
Frank A. Heald, Stenographer .....							104.00			
D. E. Brinck, Stenographer .....							158.00	260.00		
M. L. Ferson, Librarian .....								400.00		
L. M. Byers, Professor .....									400.00	400.00
Barry Gilbert, Professor .....									1,400.00	1,500.00
Sir Frederick Pollock, Lecturer .....									1,400.00	1,500.00
E. H. Willging, Stenographer .....									250.00	
H. M. Towner, Lecturer .....									260.00	
J. W. Evans, Stenographer .....										500.00
										260.00
Total of Salaries, College of Law .....	\$ 10,565.00	\$ 10,830.00	\$ 10,950.00	\$ 9,850.00	\$ 9,750.00	\$ 9,653.32	\$ 12,333.00	\$ 13,135.00	\$ 12,685.00	\$ 12,135.00

#### COLLEGE OF MEDICINE.

<i>Anatomy.</i>										
Woods Hutchinson, Professor .....	\$ 1,500.00									
J. W. Harriman, Demonstrator .....	1,200.00									
H. C. Smith, Assistant .....	15.00									
W. L. Hearst, Assistant .....	10.00									
J. G. McAlvin, Assistant .....	10.00									
J. W. Harriman, Professor .....		\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 800.00	
J. P. Mullin, Demonstrator .....		600.00					1,080.00	1,320.00	1,200.00	\$ 75.00
L. W. Littig, Prosecutor .....		100.00								
Assistants .....		35.00	35.00	35.00	35.00	100.00	120.00	100.00	100.00	150.00
L. W. Dean, Demonstrator .....			600.00							
J. T. McClintock, Demonstrator .....				600.00	600.00	1,000.00				
H. J. Prentiss, Professor .....										3,000.00
E. P. Lord, Demonstrator .....										150.00
<i>Chemistry.</i>										
E. W. Rockwood, Professor .....	1,400.00	1,700.00	1,700.00	1,700.00	1,700.00	2,000.00	2,200.00	2,200.00	1,100.00	2,200.00
W. J. Teeters, Demonstrator .....	300.00	600.00	700.00	700.00	800.00					
W. E. Barlow, Demonstrator .....	500.00	700.00	800.00	800.00	800.00	900.00			1,100.00	
E. S. Newton, Demonstrator .....	350.00									
Assistants .....	50.00									
Henry W. Goettosch, Instructor .....						700.00				
O. P. Johnston, Fellow .....						200.00				
F. N. Brink, Instructor .....							700.00	700.00		
Charles W. Johnson, Instructor .....							800.00			
C. M. Werts, Fellow .....							200.00			
L. D. Niles, Instructor .....								700.00		
Arthur Vandwert, Fellow .....								200.00		
Frederick Bonnet, Jr., Ass't. Professor .....									1,000.00	







	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
<i>Materia Medica.</i>										
C. S. Chase, Professor.....	\$ 950.00	\$ 950.00	\$ 950.00	\$ 950.00	\$ 950.00	\$ 950.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ 1,200.00
P. F. Farnsworth, Emeritus Professor.....			60.00						100.00	
W. C. Wolverton Tutor in Medical Latin.....										200.00
R. E. Hall, Student Assistant.....										100.00
C. S. Chase, see also College of Pharmacy.....										
<i>Ophthalmology and Otology.</i>										
J. W. Dalbey, Professor.....	350.00	350.00	350.00	350.00	850.00	350.00	425.00	425.00	425.00	
L. W. Dean, Professor.....							850.00	500.00	500.00	500.00
F. W. Bailey, Assistant Instructor.....										800.00
<i>Laryngology and Rhinology.</i>										
A. C. Peters, Professor.....	100.00									
C. M. Robertson, Professor.....		100.00	250.00	250.00	250.00	300.00				
<i>Physiology.</i>										
J. R. Guthrie, Professor.....	950.00	950.00	950.00							
L. W. Dean, Professor.....				800.00	800.00	950.00	1,100.00			
Fred. Bailey, Assistant.....							500.00	800.00	800.00	
J. T. McClintock, Professor.....								1,600.00	1,780.00	1,600.00
R. E. Kleinsorge, Instructor.....										800.00
E. R. Walker, Assistant.....										200.00
<i>Surgery.</i>										
W. D. Middleton, Professor and Dean.....	950.00	950.00	950.00	950.00	950.00	950.00	1,200.00			
L. W. Littig, Assistant.....			100.00	100.00						
William Jepson, Professor.....								1,100.00	1,180.00	1,100.00
A. J. Burge, Assistant.....										1,250.00
<i>Theory and Practice.</i>										
L. W. Littig, Professor.....	1,050.00	950.00	950.00	950.00	1,050.00	1,050.00	1,280.00	1,200.00	1,100.00	
A. J. Burge, Assistant.....							400.00			
C. H. Swift, Assistant.....									100.00	
W. L. Bierring, Professor.....										1,100.00
Clarence Van Epps, Instructor.....										1,000.00
<i>Lecturers.</i>										
G. H. Hill, Lecturer on Insanity.....	150.00	150.00	150.00		50.00		50.00	100.00	100.00	100.00
J. Fred Clarke, Lecturer on Hygiene.....					300.00		250.00	200.00	200.00	
Eli Grimes, Electro-Therapeutics.....						150.00	150.00			
George E. Decker, Diseases of Children.....						100.00	100.00	100.00	100.00	100.00
J. P. Crawford, Surgical Technique.....							50.00	50.00	50.00	50.00
J. B. Kessler, Dermatology.....								50.00	50.00	200.00
<i>Librarians.</i>										
C. H. Wright, Assistant.....	20.00	20.00								
Assistants.....			20.00	20.00	20.00					
<i>Examinations.</i>										
F. D. Merritt, for Conducting Examinations.....					75.00					
H. C. Dorcas, for Conducting Examinations.....					25.00					
<i>Medical Latin.</i>										
Clara B. Whitmore, Tutor.....						100.00	100.00	100.00		



COLLEGE OF HOMEOPATHIC MEDICINE.COLLEGE OF DENTISTRY.

<i>Operative and Prosthetic Dentistry.</i>									
A. O. Hunt, Professor and Dean .....	\$ 8,000.00	\$ 41.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,100.00	\$ 1,100.00
W. S. Hosford, Professor.....	1,700.00								
A. E. Rogers, Dental Technology.....	675.00	1,100.00	1,250.00			1,350.00	1,500.00		
R. W. Baldwin, Dental Technology.....	550.00	1,200.00	1,250.00						
T. L. James, Dental Histology.....	300.00								



	1996.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
F. B. James, Dental Technology	\$ 150.00	\$ 160.00		\$ 540.00	\$ 300.00					
F. T. Breene, Professor		1,000.00		500.00	900.00	900.00				
Charles B. Lewis, Dental Technology		360.00								
G. W. Eshleman, Dental Technology		500.00								
A. W. Starbuck, Assistant						300.00	900.00			
O. E. McCartney, Demonstrator							900.00			
G. P. Kier, Demonstrator								800.00		
R. H. Volland, Demonstrator								800.00		
W. A. Suthers, Demonstrator									800.00	
B. A. Small, Demonstrator									800.00	
E. A. Schrader, Demonstrator									800.00	
<i>Clinical Dentistry.</i>										
F. T. Breene, Professor	1,000.00									
<i>Lecturers.</i>										
A. M. Harlan	500.00									
W. H. Deford	200.00									
Special Lectures	67.00	90.00	400.00	109.25	12.24	125.00				
F. B. James			360.00							
C. B. Lewis			360.00							
J. O. Fleener			300.00	300.00						
O. O. Nutting			50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00
<i>Demonstrators.</i>										
R. W. Baldwin, Lecturer and Demonstrator			150.00	1,250.00						
E. A. Rogers, Lecturer and Demonstrator				1,250.00	1,250.00	1,350.00	1,500.00			
W. J. Brady, Lecturer and Demonstrator					1,250.00		25.00			
O. S. Baker, Lecturer and Demonstrator										
<i>Clerks.</i>										
Tibbie Church	350.00									
Ella Bashnagel		350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	500.00
Clarissa J. Joy, Assistant Clerk										200.00
<i>Prosthetic Dentistry.</i>										
W. S. Hosford, Professor and Dean	1,500.00	1,700.00	1,700.00	1,700.00	1,800.00	1,900.00	1,900.09	1,900.00	1,900.00	1,900.00
Cost of Material	200.00									
W. S. Hosford, Secretary of Faculty	200.00									
Porcelain Work					100.00					
F. B. James, Demonstrator										
O. E. McCartney, Assistant						900.00	900.00			
Henry Morrow, Assistant						400.00				
S. S. White Dental Co. Material							300.00			1,000.00
H. Morrow Jr., Demonstrator							23.25			
B. A. Small, Assistant								800.00	900.00	
W. J. Jeffries, Assistant								800.00		
James B. Dewey, Assistant								300.00		
H. H. Quaife, Assistant								90.00		
C. W. Harned, Assistant									300.00	
W. E. Keehl, Assistant									300.00	



W. E. Spence, Demonstrator.....										\$ 800.00
Comparative Anatomy.....				\$ 200.00	\$ 200.00	\$ 200.00		\$ 200.00	\$ 200.00	
Oral Pathology and Hygiene.										
W. H. De Ford, Professor.....	\$ 250.00	\$ 1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	\$ 1,000.00			
Custodian							600.00			
E. A. Spraker.....										
Regional Anatomy.										
E. A. Rogers, Professor.....								1,500.00	1,800.00	1,800.00
Oral Surgery.								500.00	1,200.00	1,200.00
Geo. V. I. Brown, Lecturer.....										
Orthodontia.								1,500.00	1,500.00	1,500.00
W. J. Brady, Professor.....										
Storekeeper.									200.00	
Clarissa J. Joy.....										
Total of Salaries, College of Dentistry.....	\$ 8,502.00	\$ 6,951.00	\$ 8,170.00	\$ 8,339.25	\$ 8,212.24	\$ 9,825.00	\$ 11,148.25	\$ 10,790.00	\$ 11,820.00	\$ 12,050.00

#### COLLEGE OF PHARMACY.

E. L. Boerner, Professor and Dean .....	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00
C. S. Chase, Professor .....	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
T. H. McBride, Professor .....	300.00	300.00	300.00	300.00	200.00	200.00	200.00			
Lulu B. Jester, Assistant .....	200.00	300.00	300.00							
Georgia Knapp, Assistant .....	240.00	300.00								
Clerical help .....		100.00	55.80							
Zada M. Cooper, Assistant .....			300.00	300.00	300.00	300.00	500.00	500.00	600.00	700.00
Charles G. Park, Assistant .....				300.00	300.00					
Bohumil Shimek, Professor .....					100.00	100.00	200.00	200.00	800.00	
W. J. Teeters, Instructor .....						800.00	1,200.00	1,800.00		
W. J. Teeters, Professor and Dean .....									1,900.00	2,000.00
A. N. Brown, Assistant .....									600.00	
Student Assistants .....										119.52
Total of salaries, College of Pharmacy.....	\$ 2,840.00	\$ 3,100.00	\$ 3,058.50	\$ 2,500.00	\$ 2,500.00	\$ 3,100.00	\$ 3,800.00	\$ 4,200.00	\$ 3,500.00	\$ 2,819.52

#### SUMMER SESSION PAY ROLL.

T. H. McBride, Professor of Botany.....						\$ 200.00				
G. T. W. Patrick, Professor of Philosophy..						200.00	\$ 200.00			
C. B. Wilson, Professor of German .....						200.00	200.00	\$ 200.00	\$ 200.00	\$ 200.00
A. A. Veblen, Professor of Physics.....						200.00	200.00	200.00		200.00
L. G. Weld, Professor of Mathematics.....						200.00	200.00	Dean 300.00	200.00	200.00
C. C. Nutting, Professor of Zoology .....						200.00	200.00		200.90	
J. J. McConnell, Prof. of Pedagogy and Dean						300.00	300.00			
W. C. Wilcox, Professor of History .....						200.00	200.00	200.00		200.00
I. A. Loos, Professor of Political Science .....						200.00		200.00	200.00	200.00
Alice Young, Professor of English.....						150.00				
F. H. Potter, Professor of Latin .....						150.00	150.00		200.00	215.00







J. F. Brown, Education .....										100.00	
W. B. Bell, Zoology .....										60.00	
F. J. Seaver, Botany .....										45.00	60.00
C. F. Lorenz, Physics .....										150.00	
A. G. Smith, Mathematics .....										60.00	
Marjorie Graves, Library .....										90.00	
J. H. T. Main, Greek .....											200.00
Joseph Wiehr, German .....											60.00
H. W. Ward, English .....											200.00
Rose M. Kavana, English .....											100.00
Ethel Elliott, Public Speaking .....											60.00
S. S. Colvin, Education .....											200.00
H. M. Ivins, Morphology .....											50.00
F. A. Wilder, Geology .....											200.00
Fannie Doren, Library .....											80.00
Total of Salaries—Summer Session .....											
										\$ 2,576.50	\$ 3,450.00
										\$ 3,995.00	\$ 4,905.00
										\$ 4,845.00	



# GRADUATE COLLEGE.

W. B. Bell, Fellow in Zoology.....	\$ 225.00
R. L. Byrnes, Fellow in Pathology and Bacteriology.....	225.00
Sarah E. Cronin, Fellow in Mathematics.....	225.00
H. V. Farr, Fellow in Chemistry, (resigned).....	112.50
H. H. Hanzlik, Assistant in Chemistry.....	90.00
H. H. Fitch, Fellow and Assistant in Latin.....	325.00
C. V. Kent, Fellow in Physics.....	225.00
Frederike B. Haan, Fellow in German.....	225.00
Daniel Starch, Fellow in Philosophy.....	225.00
C. W. Wassam, Fellow in Political Economy and Sociology.....	225.00
Jose f Wiehr, Fellow in German.....	225.00
May Shuck, Fellow in English.....	225.00
Fred. Albert, Scholar in Internal Medicine.....	125.00
C. E. Bale, Scholar in English.....	125.00
Alice Rigby, Scholar in English.....	125.00
Bess Peebles, Scholar in English.....	125.60
Elizabeth L. Sherwood, Scholar in English.....	125.00
C. H. Hanson, Scholar in Geology.....	125.00
S. W. Hockett, Scholar in Geology.....	125.00
E. A. Jenner, Scholar in Psychology.....	125.00
J. O. Johnson, Scholar in Political Science.....	125.00
J. F. Lee, Scholar in Public Speaking.....	125.00
L. A. Quaife, Scholar in Pathology and Bacteriology.....	125.00
Ethel L. Smith, Scholar in German.....	125.00
Ethelind Swire, Scholar in French.....	125.00
Fern M. Williams, Scholar in Greek.....	125.00

Total of graduate fellowships and scholarships, 1904-1905.....\$1,302.50

"In 1904-1905 the appropriations made for fellowships and scholarships in the Graduate College were thrown into a separate account. This was done for the reason that the stipends of fellows and scholars are not properly a part of the salaries pay roll of the University, and the fellows and scholars are not a part of the instructional staff, proper. The amount appropriated for this purpose in the University of Iowa, as in all universities, is appropriated primarily to stimulate advanced and research work by those best capable of carrying on such work. The fellows and scholars do, however, render in return certain minor services to the heads of the department." (Secretary McChesney's statement to the committee.)



# RECAPITULATION.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
College of Liberal Arts .....	\$ 46,125.00	\$ 52,274.96	\$ 53,050.00	\$ 53,428.48	\$ 56,555.00	\$ 69,998.85	\$ 80,988.70	\$ 85,886.66	\$ 86,577.21	\$ 87,869.53
College of Law .....	10,565.00	10,880.00	10,950.00	9,850.00	9,750.00	9,653.32	12,825.00	13,135.00	12,685.00	12,135.00
College of Medicine .....	13,380.00	13,280.00	13,890.00	13,280.00	13,980.00	16,150.00	19,605.00	21,245.00	19,805.00	24,571.66
College of Homeopathic Medicine .....	3,935.00	4,885.00	4,885.00	4,835.00	4,835.00	4,755.00	5,620.00	5,595.00	5,570.00	5,450.00
College of Dentistry .....	8,502.00	6,951.00	8,170.00	8,339.25	8,212.24	9,825.00	11,148.25	10,790.00	11,820.00	12,050.00
College of Pharmacy .....	2,840.00	3,100.00	3,058.50	2,500.00	2,500.00	3,100.00	3,800.00	4,200.00	3,500.00	2,819.52
Librarians .....	2,000.00	2,350.00	2,400.00	1,800.00	1,600.00	2,290.00	2,945.20	3,795.00	3,110.00	2,861.60
Administration .....	8,625.00	8,725.00	8,725.00	4,558.32	10,405.00	12,318.14	12,284.12	12,384.74	13,605.00	12,517.05
Graduate College .....										4,302.50
Summer Session .....						2,576.50	3,450.00	3,995.00	4,305.00	4,845.00
Total amount expended in salaries of administrative and instructional staff.	\$ 95,972.00	\$101,945.96	\$104,628.50	\$ 98,041.00	\$107,337.24	\$180,661.81	\$152,176.82	\$160,526.40	\$160,977.21	\$168,921.86



Statement showing expenditures in current expenses of the university, by colleges and departments, during the years from 1895-1896 to 1904-1905, inclusive.

COLLEGE OF LIBERAL ARTS.

	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905
Department of History .....	\$ 35.71		\$ 50.00			\$ 54.51	\$ 50.00	\$ 50.39	\$ 50.00	\$ 44.63
Department of Ancient Languages .....	6.05	\$ 25.00	25.00							
Department of Modern Languages .....	50.00									
Department of Mathematics .....	181.62	47.12	19.54	\$ 20.00	\$ 52.00	99.47	244.97	39.25	40.00	83.96
Department of Pedagogy .....	38.70	97.26	95.68	52.15	93.43	687.58	653.03			
Dept. of Philosophy, Supplies and Bulletin .....	400.00	748.36	249.90	333.31	312.71	484.30	505.23	208.56	200.00	300.00
Department of Political Science .....	25.00	8.40				40.25	24.85	24.90	25.00	75.00
Natural History Bulletin .....	403.85	317.23	592.84	600.85						
Department of Botany .....		631.45	619.12	319.23	321.67	365.00	567.31	476.99	604.39	525.50
Department of Chemistry .....		50.00				1,027.16	1,010.10	825.00	731.67	946.75
Department of Civil Engineering .....		519.86	849.96	211.98	566.44	429.56	3,221.45	673.12	783.15	1,750.00
Department of English .....		16.65				109.35	137.85	136.53	122.45	137.00
Department of Geology .....		417.35	400.18	206.90	318.76	918.89	759.29	494.16	599.98	
Department of German .....		21.78					38.60	12.75		25.00
Department of Morphology .....		219.21	502.60	289.69	345.97	587.05	499.53	300.00	330.00	400.00
Department of Physics .....		324.51		111.22	305.79	930.66	709.32	399.55	544.08	848.63
Psychology Bulletin .....		179.18								
Department of Zoology .....		897.47	765.62	486.18	289.74	572.69	561.89	365.28	896.40	500.00
Department of French .....						20.05	21.73	21.05	25.09	19.75
Department of Greek .....						540.22	799.54	25.00	47.87	123.34
Department of Latin .....						119.37	58.44	25.00	25.00	25.00
Department of Military Science .....						179.48	182.00	150.00	117.69	50.00
Department of Sociology .....						17.30	51.30		25.00	355.28
Department of Economics and Statistics .....							49.86		9.15	
Department of Physical Training .....							1,735.04	442.08	62.75	39.79
Department of Public Speaking .....							74.82	50.00	22.53	19.50
Department of Scandinavian .....							32.90	24.49	25.00	25.00
Department of Economics .....							61.79			
Department of Education .....								761.83	1,100.37	1,014.63
Department of Physics, Permanent repairs .....								999.76		
Dept. of Electrical and Mechanical Engineer'g .....									497.70	2,500.00
Dean's Supplies, College of Liberal Arts .....									74.69	
Dean's Supplies, Graduate College .....									125.00	
University Examiner's Supplies .....									85.00	
Dept. of Municipal and Mechanical Engin'g .....										1,000.09
Dept. of Geo. & Mining, Apparatus & Supplies .....										216.58
Dept Geo. & Min. Ap's & Sup., Ap'd. Science .....										1,750.00
Department of Mechanics .....										400.00
Total of current expenses, College of Liberal Arts .....	\$ 1,140.43	\$ 4,550.83	\$ 4,170.42	\$ 2,630.96	\$ 2,606.51	\$ 7,223.89	\$ 11,989.05	\$ 6,567.78	\$ 6,679.87	\$ 14,175.34



# COLLEGE OF MEDICINE.

Department of Gynecology, Clinics	\$ 120.00	\$ 40.00	\$ 127.67			\$ 82.00				\$ 152.73
Obstetrical Manikin	185.63	178.15								
Department of Materia Medica	85.00	9.25	50.00					\$ 148.42	\$ 74.89	75.00
Antitoxin	174.53	173.95								
Department of Ophtalmology, Otology, etc.	58.60	149.64	152.91			84.12		100.00	112.79	181.91
Department of Physiology	35.00	88.35	86.89	\$ 200.00	\$ 176.10	798.97	\$ 639.17	867.72	285.74	800.00
Department of Surgery	220.00	232.95	224.85			855.82	128.93	.75	100.00	205.12
Department of Pathology		460.00	500.00	144.62	255.09	799.87	702.28	529.48	531.50	300.00
Department of Theory and Practice	40.00	70.66	120.00			59.57	19.65		80.00	80.00
Old Hospital Maintenance	150.00	130.51								
Hospital fees paid	591.00	402.00								
Department of Histology				60.37	497.51	740.71	700.00	399.52	391.91	167.629
Hospital Clinic	80.00			684.87	494.80					
Museum Jars					19.32					
Department of Chemistry						609.60	705.52	698.96	683.61	700.90
Library Supplies—Books						49.97			489.74	
Department of Anatomy	42.72	80.31	15.88			12.00		2.75	12.41	82.62
Dissecting Material	2,044.26	2,417.66	2,559.12	3,506.33	3,518.65	2,542.79	3,487.16	2,970.32	3,031.46	4,470.77
Surgical Instruments									417.13	421.21
Total, Current Expenses, College of Medicine	\$ 8,726.74	\$ 4,333.43	\$ 3,787.32	\$ 4,596.19	\$ 4,956.47	\$ 6,135.42	\$ 6,362.72	\$ 5,217.92	\$ 6,151.28	\$ 7,093.98

# COLLEGE OF LAW.

Law book accounts	\$ 504.50	\$ 559.00	\$ 478.72							
Typewriter		25.00	4.50							
Stenographer					\$ 320.00					
Library						\$ 1,032.71			\$ 1,380.93	
Apparatus and Supplies							\$ 34.45	\$ 135.00	\$ 131.40	\$ 136.48
Total, current expenses	504.50	584.00	488.22		320.00	1,032.71	34.45	135.00	1,462.33	136.48

# COLLEGE OF HOMEOPATHIC MEDICINE.

Supplies for the several chairs	\$ 50.00	\$ 50.00	\$ 51.86							
Museum supplies	7.65	.88	25.00							
Clinic supplies	50.00	50.73	100.00	\$ 175.00	\$ 167.62					
Hospital fees paid	256.21	385.92								
Department of Materia Medica						\$ 13.77		\$ 1.62	\$ 10.00	\$ 10.00
Department of Ophtalmology						41.68	\$ 127.58	25.00	24.65	25.00
Department of Surgery						818.90	117.87	76.45	72.96	75.00
Department of Theory and Practice						30.00	29.57	24.00	24.80	25.00
Department of Obstetrics							150.00			100.00
Library—books									24.88	
Total, current expenses										
College of Homeopathic Medicine.	\$ 368.86	\$ 487.53	\$ 176.36	\$ 175.00	\$ 167.72	\$ 404.35	\$ 425.02	\$ 127.07	\$ 157.29	\$ 235.00



# COLLEGE OF DENTISTRY.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Clinic Supplies.....	\$ 1,640.28	\$ 1,177.19	\$ 1,502.46	\$ 2,600.14	\$ 1,723.94	\$ 8,149.76	\$ 2,992.83	\$ 2,818.41	\$ 8,000.00	\$ 2,542.98
Laboratory Supplies.....	1,038.78	537.04	432.15	22.70				849.88	800.00	430.75
Supplies for the several chairs.....	54.26	54.00								
Operating Chairs.....						997.72	55.00	46.60		
Cabinets.....						406.10				
Fountain Cuspidors.....						1,302.72				
Chairs, Cases and Lathes.....							1,806.99			
Apparatus and Supplies.....							1,033.12	1,040.50		
Department of Orthodontia.....								15.00		
Porcelain work.....								80.60		
Dues, Dental Association.....								20.00	20.00	10.00
Shelves and Cases.....								94.28		
Lavatories.....								208.00		
Prosthetic Dentistry Apparatus and Supplies.....									348.24	
Dental Alumni Lecture Course.....									169.04	
Library Books.....									40.40	
Dental Alumni Clinic.....										254.58
Laboratory Equipment.....										240.88
<b>Total Current Expense College of Dent'ry</b>	<b>\$ 2,733.27</b>	<b>\$ 1,768.23</b>	<b>\$ 1,934.61</b>	<b>\$ 1,723.94</b>	<b>\$ 2,702.04</b>	<b>\$ 5,856.30</b>	<b>\$ 5,887.94</b>	<b>\$ 5,172.77</b>	<b>\$ 4,377.68</b>	<b>\$ 3,479.19</b>

# COLLEGE OF PHARMACY.

Supplies.....	\$ 100.00	\$ 383.78	\$ 705.11	\$ 201.98	\$ 310.47	\$ 743.35				
Apparatus and Supplies.....							\$ 897.97	\$ 599.38	\$ 638.31	\$ 928.75
Library Books.....									23.43	
Botany Supplies.....										6.19
<b>Total Current Expenses</b>	<b>\$ 100.00</b>	<b>\$ 383.78</b>	<b>\$ 705.11</b>	<b>\$ 201.98</b>	<b>\$ 310.47</b>	<b>\$ 743.35</b>	<b>\$ 897.97</b>	<b>\$ 599.38</b>	<b>\$ 706.74</b>	<b>\$ 928.94</b>

# GRADUATE COLLEGE.

Apparatus and Supplies.....								\$ 115.70		
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# SUMMER SESSION AND LIBRARY SCHOOL.

Apparatus and Supplies.....								\$ 112.26	\$ 187.07	\$ 155.00
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# RECAPITULATION.

College of Liberal Arts. ....	\$ 1,140.48	\$ 4,550.88	\$ 4,170.42	\$ 2,630.96	\$ 2,606.51	\$ 7,228.89	\$ 11,989.05	\$ 6,567.78	\$ 6,679.87	\$ 14,175.34
College of Law. ....	504.50	581.00	483.22	.....	320.00	1,032.71	34.45	185.00	1,462.83	136.48
College of Medicine. ....	3,726.74	4,833.43	3,787.32	4,596.19	4,958.47	6,135.42	6,362.72	5,217.92	6,151.28	7,093.98
College of Homeopathic Medicine. ....	353.86	437.53	176.36	175.00	167.72	404.85	425.02	127.07	157.29	235.00
College of Dentistry. ....	2,733.27	1,768.23	1,934.61	1,723.94	2,702.84	5,856.30	5,887.94	5,172.77	4,377.68	3,479.19
College of Pharmacy. ....	100.00	333.78	705.11	201.98	310.47	743.35	897.97	599.88	706.74	928.94
Graduate College. ....	.....	.....	.....	.....	.....	.....	.....	115.70	.....	.....
Summer Session and Library School. ....	.....	.....	.....	.....	.....	.....	.....	111.26	187.07	155.00
Total amt. expended in cur'nt expenses, etc	\$ 8,568.80	\$ 12,057.80	\$ 11,257.04	\$ 9,828.07	\$ 11,064.01	\$ 21,396.02	\$ 25,597.15	\$ 18,046.88	\$ 19,722.26	\$ 26,203.93



Statement showing the attendance at the University during the years from 1895-1896 to 1904-1905, inclusive.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Graduate College.....						148	180	121	186	118
College of Liberal Arts.....	572	644	673	698	733	802	807	633	704	751
Total Attendance.....	572	644	673	698	733	950	937	754	890	869
College of Law.....	218	215	227	221	258	268	215	213	183	192
College of Medicine.....	202	214	200	182	241	272	280	264	264	277
College of Homeopathic Medicine.....	79	69	86	81	80	58	47	41	46	52
College of Dentistry.....	215	184	152	122	137	148	159	152	108	107
College of Pharmacy.....	82	62	36	46	53	58	58	35	80	38
Total.....	1,368	1,388	1,374	1,350	1,502	1,754	1,696	1,649	1,520	1,761
Duplicates.....	61	57	61	67	64	212	184	207	128	201
Net Total.....	1,307	1,331	1,313	1,283	1,438	1,542	1,512	1,442	1,392	1,560
Summer Session.....						100	135	190	215	226

The net total in each year indicates the actual number of different persons in attendance as students at the University during that year. The duplicates occur by reason of the fact that a number of students each year register in more than one college—a law student or a medical student, for example, taking part work in the College of Liberal Arts, also. (Secretary McChesney to the committee.)



tatement showing, 1—Total of salaries paid professors and instructors.

2—Attendance.

3—Teachers' salaries per student in each of the colleges, during years 1895-1896 to 1904-1905, inclusive.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
<i>College of Liberal Arts.</i>										
Total of Salaries .....	\$ 46,125.00	\$ 52,274.96	\$ 53,050.00	\$ 53,428.43	\$ 56,555.00	\$ 69,998.85	\$ 80,988.75	\$ 85,388.66	\$ 86,577.21	\$ 87,869.53
Attendance .....	572	644	673	698	783	950	937	754	890	869
Salaries per student .....	\$ 80.64	\$ 81.17	\$ 78.82	\$ 76.54	\$ 77.15	\$ 73.68	\$ 86.43	\$ 113.24	\$ 97.28	\$ 100.54
<i>College of Law.</i>										
Total of salaries .....	\$ 10,565.00	\$ 10,880.00	\$ 10,950.00	\$ 9,850.00	\$ 9,750.00	\$ 9,653.32	\$ 12,335.00	\$ 13,135.00	\$ 12,685.00	\$ 12,135.09
Attendance .....	218	215	227	221	258	268	215	213	183	192
Salaries per student .....	\$ 48.46	\$ 50.60	\$ 48.23	\$ 44.57	\$ 37.78	\$ 33.02	\$ 57.37	\$ 61.66	\$ 69.32	\$ 63.20
<i>College of Medicine.</i>										
Total of salaries .....	\$ 13,380.00	\$ 18,280.00	\$ 18,890.00	\$ 18,230.00	\$ 18,980.00	\$ 16,150.00	\$ 19,605.00	\$ 21,245.00	\$ 19,805.00	\$ 24,571.66
Attendance .....	202	214	200	182	241	272	280	264	264	277
Salaries per student .....	\$ 66.23	\$ 82.05	\$ 69.45	\$ 72.69	\$ 59.00	\$ 59.00	\$ 70.01	\$ 80.47	\$ 75.02	\$ 88.70
<i>College of Homeopathic Medicine.</i>										
Total of salaries .....	\$ 3,935.00	\$ 4,385.00	\$ 4,385.00	\$ 4,335.00	\$ 4,335.00	\$ 4,755.00	\$ 5,620.00	\$ 5,595.00	\$ 5,570.00	\$ 5,450.00
Attendance .....	79	69	86	81	80	58	47	41	46	52
Salaries per student .....	\$ 49.81	\$ 63.55	\$ 50.99	\$ 53.52	\$ 54.18	\$ 81.98	\$ 121.70	\$ 136.46	\$ 121.08	\$ 104.80
<i>College of Dentistry.</i>										
Total of Salaries .....	\$ 8,502.00	\$ 6,951.00	\$ 8,170.00	\$ 8,339.25	\$ 8,212.24	\$ 9,825.00	\$ 11,148.25	\$ 10,790.00	\$ 11,820.00	\$ 12,050.00
Attendance .....	215	184	152	122	137	148	159	152	108	107
Salaries per Student .....	\$ 39.54	\$ 37.77	\$ 53.7	\$ 68.35	\$ 59.94	\$ 66.38	\$ 70.12	\$ 70.99	\$ 109.44	\$ 112.61
<i>College of Pharmacy.</i>										
Total of Salaries .....	\$ 2,840.00	\$ 3,100.00	\$ 3,058.50	\$ 2,500.00	\$ 2,500.00	\$ 3,100.00	\$ 3,800.00	\$ 4,200.00	\$ 3,500.00	\$ 2,819.52
Attendance .....	82	62	36	46	53	58	58	35	30	38
Salaries per Student .....	\$ 34.63	\$ 50.00	\$ 84.96	\$ 54.35	\$ 47.17	\$ 53.45	\$ 65.51	\$ 120.00	\$ 110.66	\$ 74.1

#### RECAPITULATION.

Salaries per Student, College Liberal Arts .....	\$ 80.64	\$ 81.17	\$ 78.82	\$ 76.54	\$ 77.15	\$ 73.68	\$ 86.43	\$ 113.24	\$ 97.28	\$ 100.54
“ “ “ “ of Law .....	48.46	50.60	48.23	44.57	37.78	36.02	57.37	61.66	69.32	63.20
“ “ “ “ of Medicine .....	66.23	62.05	69.45	72.69	58.00	59.00	70.01	80.47	75.02	88.70
“ “ “ “ Hom'pathic Med. ....	49.81	63.55	50.99	53.52	54.18	81.98	121.70	136.46	121.08	104.80
“ “ “ “ of Dentistry .....	39.54	37.77	53.75	68.35	59.94	66.38	70.12	70.99	109.44	112.61
“ “ “ “ of Pharmacy .....	34.63	50.00	84.96	54.35	47.17	53.45	65.51	120.00	110.66	74.19
<i>Summer Session and Library School.</i>										
Total of Salaries .....	.....	.....	.....	.....	.....	2,576.50	3,450.00	3,995.00	4,305.00	4,845.00
Attendance .....	.....	.....	.....	.....	.....	100	135	190	215	216
Salaries per Student .....	.....	.....	.....	.....	.....	25.77	25.55	21.02	20.02	22.43



Statement showing the amount paid employes of the University, not members of the administrative and instructional staff, during the years from 1895-1896 to 1904-1905, inclusive.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Janitors' Salaries.....	\$ 4,263.73	\$ 5,155.63	\$ 5,118.28	\$ 5,189.24	\$ 5,776.61	.....	.....	\$ 6,984.20	\$ 7,513.47	\$ 10,342.72
Care of Grounds.....	250.00	240.00	169.32	84.00	203.00	.....	.....	.....	.....	.....
Night Watchman.....	468.00	459.00	482.00	387.00	468.00	.....	.....	.....	.....	.....
Band Instructor.....	150.00	139.25	.....	.....	.....	.....	.....	.....	.....	.....
Charlton Wright, Supt. of Construction, Hall of Liberal Arts.....	.....	.....	.....	954.81	1,123.58	\$ 1,688.15	\$ 190.87	.....	.....	.....
Janitors and Watchmen and Firemen.....	.....	.....	.....	.....	.....	6,263.71	10,046.70	.....	.....	.....
G. H. Ellsworth, Supt., etc.....	.....	.....	.....	.....	.....	.....	538.66	1,800.00	1,800.00	1,800.00
Engineers and Firemen.....	.....	.....	.....	.....	.....	.....	.....	3,658.24	4,075.78	4,480.06
D. S. Welch, Asst. to Supt. ....	.....	.....	.....	.....	.....	.....	.....	.....	.....	720.00
Total of Salaries.....	\$ 5,131.73	\$ 5,993.88	\$ 5,719.60	\$ 6,615.05	\$ 7,571.19	\$ 7,951.86	\$ 10,776.23	\$ 12,442.44	\$ 18,389.25	\$ 17,342.78



Statement showing amounts of the pay rolls of the University Hospital and the University Homeopathic Hospital during the years from 1901-1902\* to 1904-1905, inclusive.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
University Hospital pay roll .....	.....	.....	.....	.....	.....	.....	\$ 4,225.79	\$ 4,819.57	\$ 5,185.07	\$ 4,852.21
Homeopathic Hospital pay roll .....	.....	.....	.....	.....	.....	.....	1,997.10	2,163.10	2,232.25	2,236.35
Total .....	.....	.....	.....	.....	.....	.....	\$ 6,222.89	\$ 6,982.67	\$ 7,417.32	\$ 7,088.56

\* "The first year these pay rolls were set out separately in the Secretary's report. Previously they had been carried in some general University account, or provided for in some other way." (Secretary McChesney to the committee).

RECAPITULATION.

Total of salaries of administrative and instructional staff .....	\$ 95,972.00	\$101,945.96	\$104,628.50	\$ 98,041.00	\$107,337.24	\$180,661.81	\$152,176.32	\$160,526.40	\$160,977.21	\$168,921.66
Total of current expenses .....	8,568.80	12,057.80	11,257.04	9,328.07	11,064.01	21,896.02	25,597.15	18,046.88	19,722.26	26,203.93
Total of salaries, other employees .....	5,131.73	5,993.88	5,719.60	6,615.05	7,571.19	7,951.86	10,776.23	12,442.44	13,339.25	17,342.78
Hospital pay rolls .....	.....	.....	.....	.....	.....	.....	6,222.89	6,982.67	7,417.32	7,088.56
Total .....	\$109,672.53	\$119,997.14	\$121,605.14	\$113,984.12	\$125,972.44	\$180,009.69	\$194,772.59	\$197,998.39	\$201,506.04	\$219,557.13
Attendance .....	1,807	1,831	1,313	1,283	1,438	1,542	1,512	1,442	1,392	1,560
Cost per student .....	\$ 83.90	\$ 90.15	\$ 92.61	\$ 88.82	\$ 87.60	\$ 103.77	\$ 128.81	\$ 137.31	\$ 144.04	\$ 140.74



**University Grounds and Buildings—Valuation.**—Approximately the buildings are valued at \$1,000,000 and the grounds at \$300,000. This does not include the equipment of buildings or equipment of laboratories, or the values of libraries and museums. (Secretary McChesney, 4-1-1905.)

**STATEMENT SHOWING AMOUNTS PAID TO ARCHITECTS BY THE UNIVERSITY FROM JULY 1, 1898, TO JUNE 30, 1905.**

July 1, 1898—Paid Proudfoot & Bird, on account of plans,	
Liberal Arts building .....	\$1,000.00
April 28, 1899—Paid Proudfoot & Bird, on account of plans,	
Liberal Arts building .....	2,000.00
April 17, 1900—Paid Proudfoot & Bird, on account of plans,	
Liberal Arts building .....	200.00
October 25, 1900—Paid Proudfoot & Bird, account Liberal	
Arts building and power house.....	1,500.00
November 1, 1901—Paid Proudfoot & Bird, account Liberal	
Arts building .....	1,500.00
October 3, 1902—Paid Proudfoot & Bird, balance on plans,	
Liberal Arts building .....	569.00

**Medical Laboratory and Anatomy Buildings.**

October 3, 1902—Paid Proudfoot & Bird, on account.....	\$2,000.00
December 19, 1902—Paid Proudfoot & Bird, on account....	1,000.00
March 19, 1903—Paid Proudfoot & Bird, on account.....	400.00
February 16, 1904—Paid Proudfoot & Bird, on account....	600.00
December 16, 1904, Proudfoot & Bird, balance.....	362.00

**Natural Science Building.**

February 16, 1904—Proudfoot & Bird, on account.....	\$ 400.00
June 23, 1904—Paid Proudfoot & Bird, on account .....	3,000.00
October 28, 1904—Paid Proudfoot & Bird, on account....	1,200.00

**Furniture for Medical Laboratory and Anatomy Buildings.**

January 25, 1905—Paid Proudfoot & Bird, plans and specifications .....	\$ 360.00
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**Engineering Building.**

April 13, 1905—Paid Proudfoot & Bird, on account.....	\$1,000.00
Pay roll of persons employed by the University during the year 1904-1905, not included within the administrative and instructional staff:	
G. H. Ellsworth, superintendent of construction and maintenance and of grounds and buildings, paid from building tax, medical buildings, and natural science building funds....	\$1,800.00
D. S. Welch, assistant to superintendent, at \$60 a month, paid from building tax fund.....	720.00



### Janitor's Pay Roll.

Wm. Barry, general janitor, $\frac{1}{2}$ pay for July, 1904.	30.00
Ellsworth Bright, janitor old capitol, Sept., 1904, to June, 1905, inclusive at \$45.....	450.00
Robert Rowe, janitor, Liberal Arts Bldg., July, 1904, at \$37.50 .....	37.50
O. D. Lonstreth, janitor, Liberal Arts, 26 $\frac{1}{2}$ days, Aug., 1904, at \$1.75.....	46.37
J. P. Jenks, janitor, Liberal Arts, about Sept. 20, 1904, to June 30, 1905, at \$50.....	466.67
W. H. Vermillion, janitor, Dental Building, Sept. 1, 1904, to June 2, 1905, at \$50.....	454.00
E. M. Kingsbury, janitor, Dental Bulding, 24 days in June, 1905, at \$50 a month.....	48.00
Ellen Hennessey, janitor, Dental Bldg., Sept. 1904, to June, 1905, inclusive, at \$25.....	250.00
Irene Hennessey, janitor service, Dental Bldg., Sept., 1904, to June, 1905, at \$5 a month...	50.00
Henry Flannery, janitor, Medical Bldg., 1 $\frac{3}{4}$ months, July and August, 1904, at \$40.....	65.00
Aleck Story, janitor, Anatomy Building, Sept., to June, at \$55 .....	550.00
Dan O'Donnell, janitor, Anatomy Bldg., Sept. to June, at \$40 .....	400.00
Chris Larsen, janitor, Medical Laboratory Bldg., Sept. 11, to June 30, at \$45.....	433.50
Frank Rebal, janitor, University Hospital, 3 months, 4 days at \$30 .....	94.00
Assistant janitor, Liberal Arts Bldg, by the hour, night work, during the year .....	225.94
	319.94
Chas. Rogers, janitor, University Hospital, 4 months, 29 days, October to February, at \$30	149.00
Ed. Depew, janitor, University Hospital, 2 $\frac{1}{2}$ days in March, at \$30 a month.....	2.50
O. J. Govey, janitor, University Hospital, 3 months, 29 days, March to June, at \$30.....	118.00
Joe Bywater, janitor, Homeopathic Hospital, July and Aug., 1904, at \$30.....	60.00
Albert Marsh, janitor, Homeopathic Hospital, Sept. to April, at \$30 .....	240.00
Stephen Jacob, janitor, Homeopathic Hospital, May and June, at \$30 .....	60.00
John C. Miller, janitor, Chemical Laboratory, July and August, at \$35 .....	70.00
Edward Blake, janitor, Chemical Laboratory, Sept. to June, at \$45 .....	450.00
Jacob T. Seitsinger, janitor, Armory, 4 months, 2 days, February to June, at \$50.....	203.33



John S. Rossler, bath room attendant, 4 months, 2 days, Feb. to June, at \$50.....		203.33
Mrs. M. Reese, janitor, Women's Gymnasium, Nov. 18 to June 30, at \$30.....		222.00
E. A. Green, janitor, Physics Bldg., 8 9-10 month, October to June, at \$25.....		222.50
James Barry, night watch, 3 months; watchman, Athletic Field, 9 months, at \$39.....		468.00
Frank Flood, night watch, July, Aug., Sept, 1904, at \$37.50 .....		112.50
Oscar Hostetler, night watchman, Oct. 1 to March 15, at \$50 .....		275.00
Jas. Lodge, night watchman, 3 months, 21 days, March to June, at \$50 .....		184.76
Charles Klema, general helper, at \$39 through the year... ..		468.00
Jas. Klema, labor caring for east campus, July, August, and September, 1904, at \$45 .....		135.00
Mary A. Churchill, scrub woman, Science Bldg., 10 months, at \$18.....	180.00	
Washing towels .....	26.33	206.33
Kate Katzenmeyer, scrub woman, pharmacy laboratory, 10½ months at \$18 .....		189.00
Mary A. Hulzhauser, scrub woman, Science Bldg., 7 months, 12 days at \$18 a month .....		133.20
Lydia A. Rogers, scrub woman, old Capitol and museum, 1 month at \$18 .....	18.00	
Washing towels .....	2.22	20.22
Lizzie Budrow, scrub woman, Liberal Arts Bldg., and Old Capitol, 2 months at \$18.....	36.00	
Assistant janitor by the hour .....	7.05	43.05
Kate Bartlak, scrub woman, Liberal Arts Bldg., 1 month at \$18.....	18.00	
Assistant janitor by the hour .....	7.95	25.95
Ella Leek, scrub woman, Liberal Arts Bldg., 1 month at \$18 .....		18.00

The following persons—largely students—were employed as assistant janitors and paid at the rate of 15 cents an hour. A few were employed in cleaning the buildings during the summer vacation, at \$1.75 a day and C. W. Wassam was paid \$2.50 a day for superintending the summer cleaning.

N. D. Wells .....	\$ 46.74
C. H. A. Stelling .....	88.03
John J. Ryan .....	121.84
Bruce Ensley .....	57.15
Purley Rinker .....	66.53



J. Robert Wright .....	112.88
R. J. Joynt .....	22.35
H. A. Brandt .....	40.46
F. P. Nordeck .....	2.04
Harry Baum .....	27.35
O. R. Gregg .....	.45
C. A. Manahan .....	10.13
H. E. Dice .....	11.18
Albert Meade .....	23.95
Ray Files .....	52.55
Wm. Brinton .....	51.60
C. E. Burton .....	24.50
C. W. Wassam .....	78.50
Fletcher Meade .....	40.50
S. M. Savage .....	5.25
C. M. Tierney .....	66.50
Wm. Klema .....	7.11
H. D. Repass .....	72.08
C. A. Randall .....	97.05
W. S. Randall .....	75.45
Lensen Moeller .....	64.28
E. J. Winterberg .....	102.51
Herbert H. Hoar .....	94.21
Louisa Sebek .....	174.91
W. R. Bosworth .....	84.08
George Brown .....	142.79
Stella Sebek .....	175.66
Ella Leek .....	13.95
D. A. Lewis .....	13.20
F. R. Hoar .....	23.41
F. Vasku .....	23.37
A. E. Miller .....	4.65
S. E. Felt .....	4.13
E. E. Rorick .....	2.25
E. W. B. Mark .....	20.13
H. S. Kacherian .....	54.00
E. E. Page .....	33.83
R. F. Sackett .....	44.56
R. A. Kelley .....	27.91
H. Stelling .....	8.70
J. A. Ferguson .....	6.75
R. R. Randall .....	33.75
C. R. Harken .....	14.71
L. A. Canfield .....	18.45
E. L. Kauffman, labor at \$2 a day .....	12.00
Frank Russell, labor at \$2 a day .....	4.00
(James Russell, labor at \$2 a day .....	10.00
Honorah O'Connell, washing .....	39.34
Hummer Mercantile Co., supplies .....	7.26



### Firemen's Pay Roll.

H. Pennenbacker, engineer at power house, at \$75 a month..	\$900.00
W. T. Johnson, fireman at power house at \$55 a month.....	660.00
G. A. Walker, fireman at power house, September, 1904, to June 1, 1905, 10 months at \$50.....	500.00
Pat Burke, fireman at power house, 6 months, 10 days, between September and May, at \$50 a month.....	318.67
Joe A. Jenks, fireman at power house, October and November, 1904, at \$50 .....	100.00
Joe Kendall, fireman at power house, December to June, 7 months, at \$45 .....	315.00
P. Fowler, fireman at power house, 4 months, 4 days, between November, 1904, and April, 1905, at \$45.....	188.00
Joe Erb, fireman at power house, Dec. 15, 1904, to March 4, 1905, 2 months, 19 days, at \$45.....	118.50
James Klema, fireman, Chemical Laboratory and Homeopathic Hospital, October, 1904, to June, 1905, 9 months at \$45..	405.00
Harry Klema, fireman, Chemical Laboratory and Homeopathic Hospital, Oct. 29, 1904, to March 31, 1905, 5 months, 2 days, at \$40.....	204.00
Wm. Baughman, fireman at University Hospital, Sept. 11, 1904, to May, 31, 1905, 8 $\frac{2}{3}$ months, at \$45.....	390.00
Frank Flood, fireman, University Hospital, October, 1904, to June, 1905, 9 months, at \$40.....	360.00
George Klema, extra fireman at Chemical Laboratory and Homeopathic Hospital, 4 nights at \$2, \$8.00; labor at boiler house, \$6.00.....	14.00
Herman Bogs, labor in boiler house in January, 1905.....	8.89

### University Hospital Pay Roll.

Antonia Epeneter, superintendent, July, at \$50.....	\$ 50.00
Bertha Wilkinson, superintendent, August, 1904, to June, 1905, 3 months at \$60, 8 months at \$65.....	700.00
Lola Douglas, matron, July, 1904, at \$30.....	30.00
Bertha B. Quaintance, matron, August and 5 days in Septem- ber, at \$45.....	54.00
Jeanne Loizeaux, matron, September 26, 1904, to May 31, 1905, 8 months plus, at \$20.....	163.32
Anna Slater, matron, June, 1905, at \$30.....	30.00
Marian Fidler, head nurse, October 22, 1904, to June 30, 1905, 8 months plus, at \$40 .....	324.30
Candace Somes, 3d year nurse, 2 $\frac{1}{2}$ months, at \$10.....	25.00
Nancy Leseuer, 3d year nurse, 2 months, 8 days, at \$10.....	22.55
Sarah Mahood, 3d year nurse, 7 $\frac{1}{2}$ months, at \$10.....	75.00
Lutie De Garmo, 3d year nurse, 8 $\frac{1}{2}$ months at \$10.....	82.50
Pearl Millard, 2d year nurse, 2 months, at \$8; 3d year nurse, 10 months, at \$10.....	116.00
Margaret Erickson, 2d year nurse, 5 months, at \$8; 3d year	



nurse, 7 months, at \$10 .....	110.00
Regina Rooney, 2d year nurse, 8 months, at \$8; 3d year nurse, 4 months, at \$10 .....	104.00
Leta Lins, 2d year nurse, 9 months, at \$8; 3d year nurse, 3 months, at \$10 .....	102.00
Laura Everett (Natson), 1st year nurse, 2 months, at \$5 .....	10.00
Rena Myers, 1st year nurse, 2 months, at \$5; 2d year nurse, 9 months, at \$8; 1 month, at \$7 .....	89.00
Mae Robertson, 1st year nurse, 4 months, at \$5; 2d year nurse, 7 months, at \$8; 1 month, at \$7 .....	83.00
Troutti Horton, 1st year nurse, 6½ month, at \$5 .....	32.50
Isabel Broadie, 1st year nurse, 7 months (from June 1 to Dec. 31, 1904), at \$5; 2d year nurse, 5 months, at \$8; 1 month, at \$7 .....	82.00
Note.—A "1st year" nurse is one in the first year of her course in the nurses' training school; a "2d year" nurse, one in the second year; and a "3d year" nurse, one in the third year. The rate of pay for 2d year nurses was changed June 1, 1905, from \$8 a month to \$7 a month.	
Bertha Seeds, 1st year nurse, 9½ months, plus, at \$5 .....	47.84
Mary Rush, 1st year nurse, November 3, 1904, to June 30, 1905, at \$5 .....	39.67
Mary Hamilton, 1st year nurse, 8 months, at \$5 .....	40.00
Marie Murdock, 1st year nurse, 7½ months, at \$5 .....	37.50
Agnes Metcalf, 1st year nurse, November 19, 1904, to June 30, 1905, at \$5 a month .....	36.82
Dolorosa Everett, 1st year nurse, 5¾ months, at \$5 .....	28.75
Ida Miller, 1st year nurse, 4 months, plus, at \$5 .....	20.17
Jennie Switzer, 1st year nurse, 3½ months, at \$5 .....	17.50
Edna Curtis, 1st year nurse, 3½ months, at \$5 .....	17.50
Osabel Coe, 1st year nurse, 2¾ months, at \$5 .....	13.75
Lola Lauer, 1st year nurse, 1 month, 26 days, at \$5 .....	9.35
Flora McCammon, 1st year nurse, 1 month, 21 days, at \$5 .....	8.50
Rose Crowley, 1st year nurse, part of 1 month .....	2.15
Machio Takeuchi, cleaner, at \$30 a month .....	360.00
Margaret Connell, cook, June 15, to Oct. 12, at \$30 .....	117.00
Mrs. Fredericka Ricke, cook, Oct. 13 to Oct. 31, 1904, at \$30 ..	18.00
Nellie Pfeifer, cook, November 1, 1904, to June 15, 1905 .....	225.00
Hattie Bolton, laundress, 2 months, 22 days, at \$30, and extra work .....	96.00
Jenny Bell, laundress, at \$1 a day, 26 days, and extra work ..	29.90
Mrs. Rowe, laundress, by the hour .....	174.60
Chum Ling, laundryman, at \$40 a month .....	56.24
May Gibson, laundress, at \$30 a month, 7 days .....	7.00
Mrs. Jas. Evans, laundress and cleaner, 14 days at \$1 .....	14.00
May Fisher, laundress, 92 days, at \$1 .....	92.00
Mrs. McKinley, laundress, 155 days, at \$1 .....	155.00
Mrs. Day, laundress, 18 days at \$1 .....	18.00
Mrs. Long, laundress, 3 days, at \$1 .....	3.00



Lilly Connell, maid, June 15 to Oct. 12, 1904, at \$12.....	46.80
Agnes Olney, maid, 4 months at \$12.....	48.00
Julia Brennan, maid, 2 months, at \$12.....	24.00
Anna Zaruba, maid, 3 months, plus, at \$15.....	49.50
Mary Barcus, maid, about 1½ months at \$12.....	17.20
Celia Nieder, maid, Feb. 6 to April 1, 1905, at \$12.....	22.00
Mary Olney, maid, 1 month, at \$12.....	12.00
Bertha Hanson, maid, 1½ months, at \$12.....	16.00
Louise Meyer, maid, 22 days, at \$12 a month.....	8.80
Willette Shadeler, maid, 9 months, plus, at \$12.....	110.80
Allie Peterson, maid, 2¾ months, at \$12.....	32.00
Clara King, maid, 9 days, at \$12 a month.....	3.60
Lottie Wells, maid, Sept. 26 to Nov. 2, 1904, at \$12.....	14.80
Vera Johnson, maid, Sept. 26, 1904, to Mar. 5, 1905, at \$13...	67.37
Hazel Davis, maid, Mar. 8 to June 15, 1905, at \$12.....	38.80
Irene Shaedeler, maid, about 2¾ months, at \$13.....	36.13
Nellie Price, maid, Feb. 28, to April 2, 1905, at \$12.....	13.20
Gertie Punkople, maid, 17 days, at \$12.....	6.80
Anna King, maid, 17 days, at \$12 a month.....	6.80
Mrs. Belle Brown, maid, Mar. 27 to April 15, 1905, at \$15 a month .....	9.50
Marie Soderland, maid, part of 1 month, at \$12 a month.....	11.60
Mrs. Anna Cook, kitchen maid, 1½ months, at \$15.....	22.50
May Graham, maid, May 27 to June 15, 1905, at \$12.....	8.00
Blanche Rogers, kitchen maid, 4½ months, at \$12.....	52.00
Kittie Evans, help in kitchen, 50 days, at \$1.....	50.00
Mrs. McRaith, cleaner, 5 days, at \$1.....	5.00
Mrs. Budreau, cleaner, paid by the hour.....	6.00
Mrs. Barylak, cleaner, paid by the hour.....	13.00
Frace Bond, sewing, 18 days, at \$1.....	18.00
Miss Scott, sewing, 1 week .....	7.00
Mrs. Jager, canning fruit, cleaning, etc., 108 days, plus, at \$1..	108.40

#### Homeopathic Hospital Pay Roll.

Elva M. Dunham, superintendent, 11½ months, at \$50.....	\$575.00
Alice C. Beatle, superintendent, ½ month, at \$50.....	25.00
Charlotte A. Rhodes, 3d year nurse, 1 month, at \$10.....	10.00
M. Fern Williams, 3d year nurse, 4 months, at \$10.....	40.00
Orah M. Gates, 2d year nurse, 1 month, at \$8; 3d year nurse, 10½ months, at \$10 .....	113.00
Sarah B. Clark, 2d year nurse, 3 months at \$8; 3d year nurse, 8½ months, at \$10 .....	109.00
Susan Engeldinger, 2d year nurse, 5 months, at \$8; 3d year nurse, 6½ months, at \$10.....	105.00
Sadie Trier, 2d year nurse, 8 months, at \$8; 3d year nurse, 4 months, at \$10.....	104.00
Harriette E. Rich, 8 months, at \$8; 3d year nurse, 4 months, at \$10 .....	104.00



Elsie M. Dunham, 2d year nurse, 10 months, at \$8; 3d year nurse, 2 months, at \$10.....	100.00
Ethel L. Dunham, 2d year nurse, 1 month, at \$8.....	8.00
Mabel King, 2d year nurse, 1 month, at \$8.....	8.00
Ralpha Moyer, 2d year nurse, 1 month, at \$8.....	8.00
Sue R. Denne, 1st year nurse, 3 months, at \$5; 2d year nurse, 9 months, at \$8.....	87.00
Viola Seibert, 1st year nurse, 7 months, at \$5; 2d year nurse, 5 months, at \$8.....	75.00
Cora Truax, help, 8 months, at \$8.....	64.00
Mrs. Ritta Spreng, help, Oct. 25 to Nov. 14, 1904.....	13.50
Ella Wilkinson, help, December to March, part time.....	38.00
Nora Kennedy, help, 2 months, at \$12.....	24.00
Mrs. Floyd Bott, help, parts of 2 months.....	20.00
Missie Havard, help, 2 months, at \$12.....	24.00
Ella O'Connell, cook, at \$20 a month, and extra work .....	244.00
Mrs. Ellen Thompson, laundress .....	337.85

The foregoing tables and statements have been compiled from statements made to the committee by Secretary McChesney, of date, July 31, 1905, August 17, 1905, August 19, 1905, and November 13, 1905. His said statements are now on file in the office of the Secretary of State.

#### IOWA STATE COLLEGE OF AGRICULTURE AND MECHANIC ARTS.

**Management.**—The college shall be under the management and control of a board of trustees, but neither the president nor other officer or employe of the college and farm shall be eligible to membership therein.

Code, Sec. 2646.

**Board of Trustees—Powers.**—The board of trustees shall have power:

1. To elect a chairman from their number, a president of the college, secretary, treasurer, professors and other teachers, superintendents of departments, steward, librarian, and such other officers as may be required for the transaction of its business, fix the salaries of officers, prescribe their duties and appoint substitutes who shall discharge the duties of such officers in their absence;

2. To manage and control the property of the college and farm, whether real or personal;

3. To arrange courses of study and practice and establish professorships, as may seem best to carry into effect the provisions of this chapter, and prescribe conditions of admission to the college;

4. To grant diplomas upon the recommendation of the faculty to any students who have completed any of the courses of study prescribed by it, or an equivalent thereof;

5. To remove any officer by a majority vote of all its members.

6. To direct the expenditure of all the appropriations the general assembly shall from time to time make to said college and farm, and



the income arising from the congressional grants and all other sources;

7. To keep a full and complete record of their proceedings, and to do such other acts as are necessary to carry out the intent of this chapter.

8. To institute and prosecute to final judgment any action found necessary for the protection of the property intrusted to their care.

Code, Sec. 2647.

**Auditing Committee.**—The president and secretary shall constitute an auditing committee, which, subject to the rules of the board of trustees, shall examine and audit all bills presented for payment for which an appropriation has been made, and a minute of such auditing shall be endorsed upon each bill and signed by both members of such committee. No bill shall be paid without such joint endorsement, unless allowed by the board. It shall examine the treasurer's books and vouchers monthly and at such other times as it shall consider necessary, and all its proceedings shall be reported by the secretary to the board at its next meeting.

Code, Sec. 2653.

**Same.**—The rules of the board provide:

1. The board of audit shall not approve any bill presented for allowance unless the same shall contain the date at which the goods were purchased or the service rendered, and such full and itemized statement of the subject matter as will furnish the board of audit and the board of trustees sufficient grounds for determining the propriety of allowing or disallowing the claim.

2. No bill shall be approved or allowed which is not made out by the firm or person to whom the account is due (labor bills excepted).

3. All bills for telegraph service paid by the college shall be accompanied by a certified copy of the message.

4. All bills in favor of professors, trustees, teachers, or other officers of the institution shall be presented to the board of trustees and allowed by them previous to payment.

5. Lecturers before college departments shall not be employed except with the approval of the president, and bills for the same shall be presented to the board of trustees for audit. (See printed compilation of laws and rules (1905) as prepared by Secretary Stanton, page 68.)

It also appears from the testimony of Secretary Stanton that all bills are certified as correct by the respective heads of departments before they are presented to the board of audit. (Transcript, 56.)

**Ques.** Are bills that are passed upon by the auditing committee afterwards approved by the board of trustees?

**Secretary Stanton:** In a general way, yes. The board committee which settles with the treasurer examines, as already stated, the receipted bills in the hands of the treasurer and reports upon them to the board. The bills for the year are so numerous that it is impossible for the committee to give each one a minute examination. They do, however, examine carefully a large number of them and thus get a good idea of the general character of all. (Transcript, 57.)



**Secretary.**—The secretary shall keep a record of the proceedings of the board, and all documents and papers connected with the office, and conduct the correspondence. All acts of the board relating to the management, disposition or use of the lands, funds or other property of the institution shall be entered of record, and show how each member voted upon each proposition. He shall also prepare the biennial report of the board to the governor; and report to the executive council annually, and at such other times as may be required by it, all loans made since his last report to it; and also, to the board, all loans made since its last meeting, unless otherwise ordered; but such reports must be made at least quarterly. Upon the election of any person to any office under the board, he shall give notice thereof to the secretary of state. He shall also keep an account with the treasurer, charging him with all money paid him, and crediting him with the amounts paid out upon the order of the board of audit, which account shall be balanced monthly.

Code, Sec. 2652.

**Same.**—In carrying out the provisions of the Code the secretary's office has developed into a sort of auditing or accounting office in which an account is kept with the different college funds. There is no financial transaction connected with the institution, a record of which is not made in this office. The secretary handles no money whatever, but keeps an account with the different financial officers and with the information thus obtained is prepared to report to the board of trustees at any time the exact financial condition of the college.

The secretary keeps a record of the proceedings of the board conducts its correspondence, prepares the financial part of the biennial report to the governor makes to the executive council an itemized statement of the receipts and expenditures of the institution in all its departments, reports all items of income to the general assembly, has charge of contracts and bonds, and is chairman of the purchasing committee having charge of all purchases for the institution. (Secretary Stanton, Transcript, 1.)

When a loan is complete the papers connected therewith are forwarded to the secretary of the board who enters an abstract of the same in his loan register and then forwards the papers to the state treasurer. All releases of mortgages are signed by the secretary and the chairman of the board of trustees. The state treasurer reports to the secretary of the board at the end of each month the interest collected during that month. The secretary enters the proper credits on his loan register and is thus enabled to keep an exact account with each loan.

The books of my office will show at any time:

1. The cash in the hands of the financial agent awaiting payment to the borrowers.
2. The endowment fund, cash and bonds in the hands of the state treasurer.
3. The condition of each loan.



The secretary's office as you thus see is a complete check upon the financial agent and state treasurer. Any failure for instance of the treasurer to account for interest collected will cause the loan to show on the secretary's book as delinquent and lead to its being reported for foreclosure. (Secretary Stanton, Transcript, 16-17.)

**Treasurer.**—The treasurer shall receive and keep all notes and other evidence of indebtedness, contracts, and money arising from the income of the congressional grant, appropriations of the general assembly, sales of the products of the farm, payments by students, and all other sources, and pay out the same upon bills for which appropriation has been made, when audited as above prescribed, and retain such bills with receipts for their payment as his vouchers. He shall keep an accurate account of the revenue and expenditures of the college from all sources, so that the receipts and disbursements of each of its several departments shall be apparent at all times, and report to the board of trustees at their annual meeting and such other times as they may direct. He shall execute duplicate receipts for all money received by him, specifying the source and the fund to which it belongs, one of which must be filed with the secretary, and no receipt shall be valid unless the duplicate is so filed. He shall be elected annually, and give bond in double the highest amount of money likely to be in his hands at any one time, which bond shall be filed with and the sureties thereon approved by the secretary of state. He may appoint a deputy, who shall receive such compensation as the board of trustees shall fix, and for whose acts he shall be responsible on his official bond.

Code, Sec. 2654.

**The Treasurer's Department.**—As treasurer, I receive and receipt for all money arising from the income of the endowment fund; appropriations of the general assembly; sales of the products of the farm, creamery, experiment station and other departments; payments by students of room rent, hospital and laboratory fees, fires and lights and other charges; and for money arising from all other sources.

In receipting for this money Section 2654 of the Code of Iowa reads as follows: "He shall execute duplicate receipts for all money received by him, specifying the source and the fund to which it belongs; one of which must be filed with the secretary and no receipts shall be valid unless the duplicate is so filed."

The treasurer's office receives from the board of audit, daily, vouchers which are charged to the treasurer on the auditor's books. These vouchers being ready for payment are at once handed to the bookkeeper, who carefully marks on the outside of the voucher, under the auditor's names, the account to which they shall be charged. The treasurer then personally examines each bill; first, to see that the account is correctly marked according to the specification of the board of audit; second, to determine what method shall be pursued in paying the same; third, to see that he understands the item and discounts. (Statement of Treasurer Knapp, page 1.)

**Method of Paying Vouchers.**—The general labor bills and pay rolls are paid direct over the counter in cash or check, the individual to



whom they are due receipting the vouchers in the presence of the cashier. The cash paid at the counter amounts on these vouchers to about \$150,000 annually.

Chicago and New York drafts are purchased for bills which we owe to persons not residing in Ames or vicinity. These drafts are furnished free of exchange to the college. With every draft is sent a letter of remittance and a blank receipt for the party to use in receipting to the college for the amount. These receipts are checked back on the draft register so as to keep track of the fact that they are all returned and attached to the voucher to which they belong.

The bills due the merchants in Ames are paid through the Union National Bank, allowing each merchant the privilege of taking his bill to his place of business, carefully examining the same, placing the credits on his books and returning it to the bank for payment. These bills are then carefully examined by the treasurer and a check against the college funds is given to the bank in payment for the same.

The method of payment of bills due from one department to another will be explained more minutely under the system of collections.

The money for the college freight is advanced by the Union National Bank to the Chicago Northwestern as soon as the bill has been certified to by the drayman. The college, however, does not become personally responsible to the bank for the payment of any bill which should not legitimately be charged against the college accounts. The bank loans to the treasurer all of the freight vouchers; the treasurer sends to each department an itemized statement of its freight bills for the month. These itemized statements are signed correct by the heads of the departments, sent through the board of audit and audited in the regular way and then the voucher signed by the agent of the Northwestern Railway is attached to the bill as a receipt; the money being paid back to the Union National Bank at this time.

Everything which relates to the payment of bills and vouchers by the treasurer of this college is so adjusted as to strictly conform to the law that no voucher shall be paid until it has been properly audited according to Section 2653 of the Code of Iowa.

**System of Bookkeeping.**—We have, in this office, a system of three general ledgers. The first covers all of the general college accounts, including the income and expenditures. The second ledger covers the income and expenditures of the experiment station. The third covers the income and expenditures of the fires, lights, and incidentals, and hospital accounts. The system of bookkeeping might be described as a cash book, journal, and ledger, combined in one ledger. The day book entry is the voucher. Each voucher is posted once to cash and then to the department to which it is to be charged; the vouchers being filed so that those for the different departments are independent of each other. The head of the farm department or of any other department can examine all of his expenditures for a year or part of a year without being required to handle more than the exact vouchers which belong to his account. The books and vouchers of the treasurer's office are checked monthly with the board of audit and the board of



trustees make settlement with the treasurer at the close of each fiscal year. After each monthly settlement with the board of audit the treasurer mails to each head of department a statement of the bills which he has paid for that department during the month. This enables the head of the department to check his account the same as a private individual would check his bank account. The head of the department has kept a statement of each bill which he has sent to the board of audit to be charged to his department. The board of audit has audited that bill, has sent it to the treasurer, the treasurer has paid the same and has rendered back to the head of the department a statement that it has been paid. The head of the department can check this against his statement of the bills sent to the board of audit, and adding the unpaid bills to the treasurer's balance should give the balance on the department books. This enables the head of each department to monthly check the treasurer in addition to the checking which he receives from the board of audit. This system of checking is not required by law but has been found to be a good thing in practice.

**How Income is Drawn.**—In drawing our income funds, all money appropriated by the state to the college is drawn on requisitions, signed by the chairman and secretary of the board of trustees, requesting the auditor of state to issue a warrant to the treasurer of the college for the sum desired and specifying under what law or act of the general assembly this warrant is to be issued and under what particular item of the act. A copy of this requisition is furnished and filed with the chairman of the board of trustees. The board of control, in checking the accounts of the treasurer's office have heretofore been furnished an itemized list of the warrants issued by the auditor of state. These have been checked with the treasurer's books and up to this date have been found correct, the treasurer having charged himself with the proper amount of money as received from the state auditor. The treasurer also issues the customary receipts for these warrants, which are countersigned by the secretary of the board of trustees.

The money received from the state of Iowa for buildings and repairs is drawn under Section 109 and 110, Code of Iowa.

Money received from the United States Government comes in two ways. The annual appropriation under the Morrill Act is remitted by the United States Treasurer to the state treasurer and drawn by the college treasurer from the state treasurer by means of sight drafts, to which the college treasurer is obliged to attach his receipt, properly countersigned by the secretary of the board of trustees.

The money from the United State Government for the experiment stations is received in a quarterly warrant of \$3,750 direct from the United States Treasurer to the college treasurer. For this warrant the customary receipt is issued, countersigned by the secretary. For the collection of this annual amount for the experiment station the treasurer is required to furnish certificate under seal of the state of Iowa, to the assistant treasurer of the United States at Chicago, showing that he has been duly elected by the board of trustees and has filed his bond with the secretary of state and that the bond has been



approved. This certificate is required each year before the payment of the warrant on October 1st. The experiment station accounts are inspected annually by a special inspector sent out by the United States Department of Agriculture for the purpose of inspecting the different experiment stations of the United States. The experiment station books are required to be so kept as to make a distinct and separate showing of the expenditures of the \$15,000 appropriated to the experiment station by the United States Government. A report of the expenditures of all funds connected with the experiment station including the part furnished by the state is required by the United States Department of Agriculture, annually before the first of September.

An annual report of the expenditures under the Morrill Act is required by the department of the interior, on or before the first of September.

An annual report of all the receipts and expenditures of the office is filed with the board of trustees at their annual meeting in July and such other reports and showings of the accounts as are, from time to time, required by different committees and departments. The treasurer also holds himself in readiness at any time to check any statements or settle whether bills have been paid by the departments or whether accounts rendered by certain firms and individuals are true and correct according to the statements which have been rendered by the college.

**System of Collection.**—Some fifteen years ago there was established in the treasurer's office, a system founded upon Rule 21, page 71 of the College Rules and Regulations, which reads as follows: "The Heads of all departments shall certify to the treasurer on or before the first day of each month all charges against students or patrons which have not already been reported. The accounts against students shall be collected by the treasurer. All accounts against patrons shall be collected by the treasurer, who shall certify all such payments back to the officer from whom the charge or account came." This department is also made use of for the charges of one department against another. During the last year the total collections made through this office numbered four thousand and two hundred fifty. The moment the collections are received from the heads of departments they are booked in the Collection Register and a card made out for each item. These cards are filed alphabetically and show who owes the account, an itemized statement of the amount of the bill, and to what department it shall be credited when collected. These cards are placed in a card catalogue so that the cashier at the counter at any moment can determine the entire amount which each department or individual owes the college. The moment these amounts are paid, the card is removed from this division of the card catalogue, stamped paid, used in determining the cash balance that night, and then posted to the account of the collection register and from these cards and the register a cash report is drawn semi-monthly in duplicate and sent to the head of the department to be certified. The head of the department signs the original and returns it to the treasurer, keeping the duplicate on



file in his office. The amount of the cash report is then charged off the collection register and a regular monthly receipt is issued to the head of the department for the amount of the cash report and the amount is credited to the department to which the sales belong. Each department can determine which accounts are unpaid, and if necessary to force a collection, he can join with the treasurer in determining what is the best method of procedure. This method also prevents the crediting up of uncollectable accounts and makes the head of the department very careful against whom he allows charges to be made.

The treasurer also stands ready to advise with the heads of departments as to persons who are slow in payment and thus to avoid bad accounts. A trial balance is taken monthly on this account which is checked with the heads of departments to see that their accounts and the accounts of the treasurer in regard to collections always agree. It will readily be seen that this system places the head of a department and the treasurer in close touch with each other in regard to these collections and that it requires all moneys to pass through the hands of the treasurer who is a bonded officer. (Statement of Treasurer Knapp, pages 2-7.)

**Department Appropriations and Their Expenditure.**—The following rules of the board apply to department appropriations and their expenditure:

1. The general policy of the expenditure of appropriations shall be determined upon consultation with the president. The work of all departments shall be under his general direction, and control, and he is authorized, at his discretion, to dispense with the services of persons employed by the college other than those directly appointed by the board of trustees.

2. All assistants shall be employed by the president, on the recommendation of the heads of the various departments, and shall be responsible to the heads of the departments, and finally to the president. All other employes shall be employed with the approval of the president, and are made finally responsible to him.

3. When any unusual expenditure is contemplated the head of the department shall counsel with the committee of audit before the expenditure is incurred.

4. Repairs and improvements of the heating, lighting, water and plumbing systems shall be under the charge of the superintendent of the fires and lights department; the sewerage and drainage of the college buildings, excepting farm barns, shall be under the supervision and charge of the college engineer in consultation with the health officer; other repairs and minor improvements of buildings shall be under the charge of the custodian of the buildings and grounds.

5. When appropriations are made to departments for improvements other than on buildings, no part of such improvements that have or can be made or carried on by the regular force or employes of such department shall be charged to such appropriation.

6. Purchases for departments shall be billed against the college



and in no case shall such purchases be billed in favor of an officer or teacher of the institution.

7. Any head of department or any other college officer who shall desire to divide or change any bill presented against the department of which he has charge shall return the same to the maker of the bill for such division or change.

8. At the close of each fiscal year the head of each department shall present to the president the needs of his department for the ensuing fiscal year. The appropriation made by the board at its annual meeting shall be considered as meeting such needs as far as the income for the year will permit. No additional appropriation shall be asked for during the year.

9. Each department is authorized to use its ordinary income to meet in part its current expenses.

10. All appropriations are subject to the provision that only so much thereof as may be necessary shall be expended. Appropriations from the support funds shall only be available pro rata as the months pass except with the consent of the auditing committee obtained before the incurring of any obligation to be paid out of such appropriation.

11. Immediately after the adjournment of the board, and at any other time when requested, the secretary shall furnish each head of department, in writing, with the amounts appropriated for the use of such department; and no part of any appropriation for improvements, repairs, instruction, or any purpose whatever, shall be expended by the party having charge thereof, until he shall have secured from the secretary such written statement of the amount appropriated and all conditions connected with its expenditure.

12. The head of each department shall keep a current and accurate memorandum of all appropriations to his department, and of all orders which may be issued against the same. No obligation shall be incurred in excess of such appropriation, and for such excess, and for any and all obligations not authorized by a recorded vote of the trustees, the head of the department contracting the same may be held personally responsible.

13. The professor of military tactics is authorized to purchase prizes for his department from the appropriation made to said department by the board.

14. Department libraries or reading rooms shall not be fitted up or equipped with regular department appropriations nor with books from the college library, unless by vote of the trustees.

15. The president of the college, the librarian of the faculty committee of the board of trustees shall apportion the available library funds to the different departments and shall approve all lists submitted by the heads of departments before bids on such lists are asked for by the purchasing committee.

16. Reprint of scientific articles shall be paid from department funds only on special authority of the board.

17. All experimental work shall be charged to the experiment



fund. Only such investigations as are directly related to department instruction shall be charged to department appropriations.

(Compilation of Laws, 68-70.)

**Department Accounts:—**

1. The board of audit, as they see fit, shall provide blanks upon which department accounts shall be presented.

2. All departments employing labor are required to keep a permanent and itemized book account of dates of such service, character of service and hours employed each day, to be open on call to the inspection of the board of audit.

3. The heads of all departments shall certify to the treasurer on or before the first day of each month, all charges against students or patrons which have not been already reported. The accounts against students shall be collected by the treasurer. All accounts against patrons shall be collected by the treasurer, who shall certify all such payments back to the officer from whom the charge or account came.

4. All moneys collected by college departments shall be promptly paid over to the college treasurer not later than the sixth of the following month.

All officers of the college who may sell any property of the college shall return it to the treasurer with the money received therefor, a clear, itemized statement of the amount and kind of property sold, the date of sale, the party to whom sold, with postoffice address and the price, and the treasurer is instructed to lay before the board of trustees at the close of each year these statements for approval.

5. The head of each department shall, on or before the tenth of July, file with the secretary of the board an inventory of all apparatus, books, stock, feed, machinery or other articles belonging to the college, in his department. The items of the inventory shall be valued at their actual cash value. All articles not in use, or not liable to be used, shall not appear in the inventory, but be listed by themselves each year and valued at such sums as can probably be realized for them. The list shall be attached to the inventory. The secretary shall report to the board the aggregate sum of each inventory.

6. The veterinary department shall, without compensation, perform the professional services that may be needed for any of the animals that are the property of the college or its farm.

7. It shall be the duty of the head of each department to examine and approve or disapprove all bills against his department and in favor of other departments promptly when the same are presented, and to at once file such bills with his approval or disapproval endorsed thereon, with the board of audit, giving such bills preference over all others. In case any head of department shall fail to pay any bill or account against his department and in favor of another department of the college within ten days after such bill or account shall have been rendered him by the treasurer, the treasurer shall consider that unless written exceptions or objections to such account shall have been filed the bill is approved. He shall thereupon make endorsement to this



effect upon the bill and submit the endorsed bill to the auditing board for audit in the usual way.

8. Bills for expenses incurred in the month of June shall be presented by the heads of the departments on or before a date to be fixed by the board of trustees or the president of the college.

9. Heads of departments and other officers employing labor or purchasing material or supplies of any kind on account of the college (under the authority of the purchasing committee) will be held responsible for the presentation of a proper bill for the same to the board of audit on or before the twentieth of the month following that in which the expense is incurred.

10. Each department shall as far as possible confine itself to not more than one bill for each person or firm monthly.

(Compilation of Laws and Rules, 70-72.)

#### **Repair Accounts:—**

1. No head of a department or other officer or employee of the college shall erect or repair any college building, unless legal provision shall have been made for the expense thereof, and authority for making the particular improvement shall have been obtained of the building committee in writing.

2. The mechanical department in making repairs for other departments may, when necessary for convenience and economy, use material which it has in stock, promptly billing the same at the end of each month against the proper repair account; but in case new material is purchased, it shall be charged directly to the state appropriation.

3. The farm and the mechanical departments are authorized to employ their regular workmen, who are paid by the month, in making authorized repairs and improvements, but in every such case itemized bills against the proper state appropriations shall be made out and submitted to the board of audit. Except as herein provided no person employing labor or purchasing material in connection with any building shall charge the cost of the same to any department account. All items appearing upon any bill against the college for material which might be used in any way in the erection, repair, or improvement of any building, shall be fully explained upon said bill by the officer making such purchase.

(Compilation of Laws, 72.)

**Committees of the Board.**—The general committees of the board, are:

1. Committee on Faculty and Courses of Study.
2. Finance Committee.
3. Building Committee.
4. Committee on Rules.
5. Committee on Bonds and Contracts.
6. Purchasing Committee.
7. Committee on Endowments.



The department committees, are:—

1. Committee on Agriculture.
2. Committee on Engineering Department.
3. Committee on Scientific Departments.
4. Committee on Literary Departments and Library.
5. Committee on Public Grounds and Assignment of Rooms.
6. Committee on College Hospital and Sanitary Arrangements.

**Purchasing Committee.**—The purchasing committee, consists of the secretary of the board, the treasurer of the college, and a member of the board of trustees, appointed by its chairman. It is by a rule of the board, made "the duty of the committee to obtain, whenever practicable, competitive bids on all supplies to be purchased by the college. This committee shall have full authority and it shall be their duty to purchase or direct the purchase of all supplies necessary for the maintenance of the college and they shall have full authority as to how, of whom, and by whom these purchases shall be made and shall formulate such methods of handling the business as they shall find to the best interests of the college, subject to such rules as the board shall enact. No purchase shall be made by any department, except upon the written consent or this committee." (Compilation of Laws, 64.)

**Coal.**—We use largely a pea steam mixture. This is considered the best for our purposes. It can be furnished in the quantities needed only by a few of the larger companies. Lockwood and Co. of Ames have the contract this year. The prices F. O. B. Ames are as follows:

Lump coal .....	\$2.88	per ton
Mine run coal.....	2.53	"
Nut coal .....	2.38	"
Nut steam mixture .....	1.77	"
Pea steam mixture .....	1.62	"

**Purchases of Lumber.**—Bids are secured by the committee from our local dealers. These are submitted to Trustee Dixon, who is himself engaged in the lumber business and is therefore acquainted with both prices and quality. If he finds that the lowest bid is a reasonable one, contract is entered into running, say, for six months, under which the dealer furnishes the different departments with supplies in such quantities and at such times as suits their needs. The present contract with Munn & Son expires July 1, next.

It should be noted that since the erection and improvement of the college buildings are done almost entirely under the contract system; the annual purchases of lumber by the college are comparatively small in amount, averaging about \$2,000 per year. The trustees have under consideration the erection, as they may reach it, of a small storage shed which will be under the charge of the custodian and which will enable the committee to purchase building material of the standard grades in car load lots. In the mean time the present arrangement is convenient and, everything considered, fairly satisfactory.

**Ques.** How do you buy your oils?

**Ans.** Bids are submitted by different parties for lubricating oil, kerosene and gasoline. The contract is let to the lowest bidder, taking



quality into account. Our purchases for the year are considerable. The present prices are as follows:

Perfection kerosene oil....10 $\frac{1}{4}$  cts. per gallon  
Crown gasoline .....13 $\frac{3}{4}$  cts. per gallon

Delivered on grounds from tank wagon.

87 degree gasoline, in iron barrels, 19 cts. per gallon, delivered at Ames. Lubricating oils, at correspondingly low figures. 1 per cent discount is allowed where bills are paid promptly at the end of the month.

Ques. How are laboratory supplies purchased?

Ans. Upon competitive bids of houses furnishing standard goods.

A considerable portion of our scientific apparatus and laboratory material is imported. The chemicals, for instance, needed in the different laboratories for a given time are listed and bids secured from the leading importing houses. The order is then placed, the goods imported duty free as the law provides, and the college gets the benefit both of competition and the non-payment of custom duties. Three-fourths of the chemicals used in our departments are imported. The saving to the college by this method amounts to from 40 to 60 per cent.

Ques. Explain to the committee your method of handling stationery and printing.

Ans. The purchasing committee has a contract with the college book-store by which paper and ordinary stationery are furnished to the departments in such amounts as they need at wholesale rates without charge for freight or express or expense of distribution, the book-store paying all these expenses and making its margin of profit from its cash discounts.

Ques. Does the purchasing committee make all purchases?

Ans. No, there are purchases which the heads of the departments can make to better advantage than the purchasing committee. For example, the Dean of Agriculture and the Professor of Animal Husbandry are better judges of farm stock and stock values, and are therefore better qualified than the committee to make purchases along this line. Again, in some of the purchases connected with experimental work, the competitive idea has no legitimate place. The expert in charge and he only can determine where and when to buy the particular thing needed. The rules of the board of trustees permit the committee in all such cases to give the head of the department written authority to make the purchase. It is the idea of the committee to avail itself as much as possible of the technical knowledge and professional acquaintance of the professors for whose department the supplies and equipment are bought and to make the business system an aid rather than a hindrance to successful departmental work. The books and accounts of the college are kept in such itemized form as to fully exhibit to the trustees the work of the committee. (Secretary Stanton, Transcript, 55.)

**Financial Agent.**—Subject to approval by the executive council, the board may appoint a financial agent to negotiate loans in accordance with the provisions of this chapter, and take charge of the foreclosure



of mortgages and collections from delinquent debtors to said fund, when so directed by it. Such agent shall hold his office during the pleasure of the board, and, before entering upon the discharge of his duties take the oath required of civil officers, and give bond in the penal sum to be determined and with sureties to be approved by said board. Conditioned for the faithful performance of the duties of his agency and the payment into the state treasury of all funds which shall come into his hands in connection therewith. Such bond shall be in a sum at least double the amount of funds, liable to come into his hands at any time, and be for the use and benefit of said college. And actions for a breach of its conditions may be brought in the name of said board.

Code, section 2668.

**Compensation.**—The financial agent shall receive a compensation to be fixed by the board of trustees not exceeding the sum of twelve hundred dollars annually, eight hundred dollars annually, in addition, for assistants and sub-agents, and all necessary expenses connected with the discharge of his duties to be paid as that of other officers out of the treasury of the state.

Code, section 2669.

**Same.**—The contract with W. A. Helsell, financial agent, provides that he shall receive a salary of twelve hundred dollars per annum, payable monthly and all necessary expenses, connected with the discharge of his duties, and also not to exceed the sum of eight hundred dollars per annum in addition for assistants and sub-agents. The twelve hundred dollars to be paid out of the state treasury in equal monthly installments as provided by law, and the expenses and money for assistants and sub-agents, to be drawn as required by itemized statements duly verified by the financial agent and approved by the chairman and secretary of the board of trustees. The said contract among other things, provides, that

The **rate of interest** shall be such as is or shall be designated by the board of trustees, payable annually, to be due in not less than five or more than ten years, and the borrower can have the privilege, after such time as shall be fixed by the board, to make payments of principal in sums of \$100 or multiple thereof, at such times as interest matures. He is authorized to loan not less than five hundred dollars nor more than ten thousand to any one person and is allowed to have in his possession and under his control not more than ten thousand dollars at any one time. He is also by the terms of the contract at all times subject to the rules, orders and directions of the board of trustees.

**Agent Helsell's Bond.**—Is in the amount of fifty thousand dollars and is properly conditioned.

**Interest** and principal on all loans are made payable to the state treasurer. "When a loan is complete the papers connected therewith are forwarded to the secretary of the board who enters an abstract of the same on his loan register and then forwards the papers to the state treasurer. The state treasurer reports to the secretary of the board at the end of each month the interest collected during the month. The



secretary enters the proper credits on his loan register and is thus enabled to keep an exact account with each loan." (Secretary Stanton, Transcript, 16-17.)

#### Lands.

Question. How much money has he (Helsell) loaned this last year?

Ans. About \$88,000.

Ques. Is that a fair average?

Ans. The amount loaned is sometimes less sometimes more. The loans made during the present fiscal year will probably amount to \$114,000. The loan for the last six years (including the estimate for the present year) will aggregate \$728,850 or \$121,475 annually. The expense of maintaining the agency during this same time including the salary of the agent averages about \$1,490 annually.

The following statement was made by Secretary Stanton, showing the condition of the endowment fund on the first day of March, 1905:

Land under lease at 8 per cent, 336.02 acres .....	\$ 1,774.08
Polk county tract, 40 acres, under temporary lease at \$85 .....	2,418.55
Farm mortgages bearing 7 per cent interest.....	15,300.00
Farm mortgages bearing 6 per cent interest.....	107,200.00
Farm mortgages bearing 5 per cent interest.....	507,100.00
Farm mortgages bearing 5½ per cent interest.....	23,300.00

Total yielding income.....\$657,062.63

Balance uninvested:—

In hands of state treasurer.....	\$16,645.89	
In hands of Agent Helsell .....	10,000.00	26,645.89
		<hr/>
		\$683,708.52

(Transcript, 18.)

No loans are made outside of the state.

**Loans.**—It may loan said funds upon approved real estate security, subject to the following regulations:

1. Each loan shall be for a term not exceeding ten years, at a rate of interest to be fixed by said board, payable annually.

2. Each loan shall be secured by a mortgage paramount to all other liens upon improved farm lands in the state, the loan not to exceed fifty per cent of the cash value thereof, exclusive of buildings:

3. Principal and interest shall be payable to the order of the board at the office of the state treasurer, the notes and mortgages to provide for the payment by the borrower of all expenses, attorney fees and costs incurred in collecting the same.

4. A register containing a complete abstract of each loan, and showing its actual condition, shall be kept by the secretary of said board, and be at all times open to inspection. The attorney-general, under the direction of the executive council, shall prepare the necessary blanks, forms and instructions to carry into effect the provisions of this section and to keep such loans secure and unimpaired.

Code Supplement, section 2667.



**Value of College Buildings and Equipment.**—Secretary Stanton:  
The following exhibit gives a fairly correct idea of the extent and value of the college property, exclusive of the dairy farm and the new buildings now in process of erection:

**Land:—**

Farm proper, 531.38 acres at \$100.....	\$58,138.00	
Experiment station grounds, 60 acres at \$100.	6,000.00	
Plots for horticultural experiments, 13 acres at \$85 .....	1,105.00	
Orchard and arboretum, 25 acres at \$100....	2,500.00	
College campus, 125 acres at \$100.....	12,500.00	
College park, 38 acres at \$60.....	2,220.00	
Total for 841.38 acres .....	\$82,463.00	82,463.00

**Buildings:—**

Margaret Hall .....	60,000.00
Morrill Hall .....	40,000.00
Chemical and physical building .....	36,000.00
Music Hall .....	5,000.00
Chime and clock tower .....	7,000.00
College hospital .....	5,500.00
Office building .....	7,000.00
Book department building .....	1,800.00
Boarding cottages .....	10,000.00
Engineering Hall (not including furnishings) ..	195,000.00
Engineering laboratory .....	12,000.00
Carpenter shop .....	5,000.00
Forge shop .....	5,000.00
Power station .....	7,000.00
Old pumping station plant .....	500.00
Fire department building .....	400.00
Foundry store house .....	75.00
Greenhouses .....	19,000.00
Veterinary hospital .....	8,000.00
Agricultural hall .....	110,000.00
Horticultural barn .....	5,500.00
Cattle barn .....	15,000.00
Feeding sheds .....	2,500.00
Experiment station barn .....	18,000.00
Horse barn and stock judging pavilion.....	15,000.00
Corn and stock judging pavilion .....	13,000.00
Hog house .....	1,500.00
Moveable hog houses (fifteen).....	500.00
Sheep barn .....	1,500.00
North hall .....	2,500.00



### Residences occupied by:—

President Storms .....	13,000.00
Professor Curtiss .....	5,000.00
Professor Weems .....	2,500.00
Professor Bissell .....	2,500.00
Professor Summers .....	2,500.00
Professor Noble .....	3,000.00
Professor Stanton .....	5,000.00
Professor Marston .....	4,500.00
Professor Holden .....	1,500.00
Horticultural foreman .....	1,000.00
Experiment station foreman .....	1,000.00
Farm laborer .....	800.00
Boarding club .....	800.00

### General Equipment:—

Waterworks, including water tower, deep well pumping machinery and piping system..	36,500.00
Power plant, including three boilers, four high- speed engines, four dynamos, boiler and engine room equipment, appliances, etc..	15,000.00
Electric light, including switch board appli- ances, pole line and transformers.....	7,000.00
Sewage system .....	5,500.00
Sewage disposal system .....	3,000.00
Office building furniture .....	2,000.00
Furniture of public rooms .....	3,114.35
College hospital furniture .....	1,035.25
Board department .....	549.80
Fire department .....	1,525.00
Total general equipment .....	\$75,224.40

### Department Equipment:—

#### Experiment station—

Agronomy section .....	2,624.55
Animal husbandry section .....	4,660.50
Horticultural section .....	1,298.05
Chemical section .....	4,530.91
Botanical section .....	851.00
Dairy section .....	79.50
Entomological section .....	1,427.05
Veterinary section .....	850.33

Total station equipment ..... 16,221.39

Farm department .....	26,857.70
Agronomy department .....	541.24
Farm Mechanics department .....	12,103.29
Farm crops department .....	730.82



Soils department .....	4,206.96	
Animal husbandry department .....	509.25	
Dairy .....	679.50	
Creamery .....	304.66	
Horticultural department .....	1419.70	
Veterinary department .....	2,663.55	
General Chemistry .....	10,850.00	
Zoology .....	15,652.69	
Botany .....	18,626.30	
Physics and Electrical Engineering, including equipment and furniture .....	25,978.74	
Civil Engineering, including equipment and furniture .....	15,440.00	
Mechanical Engineering, including equipment and furniture .....	47,000.00	
Mining Engineering and furniture.....	10,462.47	
Domestic Economy .....	1,309.74	
Military department .....	215.00	
English, literature and rhetoric .....	270.00	
Public grounds .....	224.35	
Library .....	55,000.00	
Music department .....	2,049.00	
Pipe organ and Piano .....	1,750.00	
Chimes and Clock .....	9,000.00	
Total department equipment.....		\$263,846.96
Total value of college property, ex- clusive of endowment fund.....		\$1,089,131.25

**College Endowment.**—The endowment fund amounts to \$683,708.52 of which \$589,754.01 is to be credited directly to the original land grant and \$93,954.51 to the transfer and investment, in the early years of the college, of the surplus interest fund. There were 203.-993.66 acres in Iowa's share of the original land grant. Iowa located its land script within the state and leased the land thus acquired on ten year leases bearing 8 per cent interest upon a valuation fixed by the board of trustees. These leases gave to the lessee the right of purchase at the expiration of the lease at the valuation fixed upon when the lease (which was really a contract of sale) was made. Transcript, 8.)

**Sales of Departments.**—The sales of departments are not included in the statement of "Resources." They are offset by corresponding purchases equal in amount, and unless in the total of these transactions of buying and selling—as for instance in buying cattle and selling the same, buying cream and selling butter—there is a net profit, the fund for maintaining and developing the college is not increased. In an educational institution its departments cannot be expected to be self-sustaining so there is no profit to be thus taken into account. These sales, however, and the purchases which balance them appear among the gross receipts and disbursements and are accounted for on



the college books as is other cash received and paid out. (Secretary Stanton, Transcript, 22.)

Ques. Suppose you show by concrete example how the omission of these sales effects the general funds?

Ans. Take, for example, the sales made by the farm department. Cattle worth \$3,000 are sold in July. In August this fund is used to purchase other cattle. The \$3,000 appears, of course, on each sale of the treasurer's cash account. It has, however, no legitimate place in a public statement designed to show the regular annual income of the college on the cost of maintaining its departments. If the annual maintenance fund can be increased in this way to the extent of these sales an institution might be made rich through buying and selling though each particular transaction represented in itself a loss.

Take for another example the college creamery. Several years ago its sales of butter aggregated \$19,000 annually. The butter fat purchased and the cost of manufacture represented an outlay of about an equal amount. Last year these sales and purchases had fallen to \$6,000. The annual income of the college available for the carrying on of its work has not, of course, decreased \$13,000 because less butter fat is purchased, manufactured into butter and the finished product sold in the market. This, however, is true. A department like the creamery is both educational and commercial. The commercial side may help to reduce the net expense of maintaining the department as a whole. Our people consider that the commercial feature helps the educational part of the work in that it brings the student into touch with the practical side of the creamery business. At the same time it lessens net expenses. The creamery at the Wisconsin University, which is purely educational, costs \$8,000 annually, while ours of equal educational worth, costs only \$2,000.

Ques. In calculating expenses do you include the salaries?

Ans. Yes. The salaries of those directly connected with the running of the creamery. I do not include the salary of the professor of dairying nor the salary of other instructors. These salaries are charged to the educational support fund. The farm, the creamery and the shops are primarily educational plants. In so far as the commercial side of these departments reduces the net expense of maintaining them the result is not at all displeasing. It can hardly be expected, however, that the gains on the commercial side will wipe out the entire cost of the department as an educational feature of the institution. (Secretary Stanton, 27-28.)

**Method of Accounting.**—As to method of handling and accounting for cash received, I might say:

First—The college treasurer issues a duplicate cash receipt for all money coming into his hands. Both the original and duplicate are filed in my office. Across the face of the original is printed "Duplicate filed in my office." This I sign, and tearing off the original, I turn it to the treasurer, retaining the duplicate as the basis of the charge against the treasurer on my books. This plan is followed in all cases.



Second—State appropriations are drawn upon requisitions signed by the chairman and secretary of the board of trustees. Those relating to buildings and repairs are subject to the limitation prescribed in section 109 of the Code that no part of the appropriation can be drawn until the same is needed for use within thirty days from the date of the requisition. When warrants are received from the state auditor on account of these building funds, the college treasurer issues his receipt therefor in duplicate as already explained. The state support funds are payable quarterly but are not drawn except as needed.

Third—The national support fund which is first remitted by the national government to the state treasury is drawn therefrom by the college treasurer upon a sight draft, to which is attached the treasurer's receipt with a certificate that a duplicate has already been filed in his office. This fund too is only drawn as needed. A considerable balance of support fund is now in the hands of the state treasurer.

Fourth—All laboratory fees are, under the regulations of the board, paid to the college treasurer and no student is allowed to begin laboratory work until he presents the treasurer's receipt to the professor in charge. In order to avoid unnecessary delay the treasurer issues in these cases an individual receipt, from his laboratory receipt book and at the end of a couple of weeks more or less makes out duplicate cash reports of all monies received which he sends to the several professors. Each professor checks the cash report with his class book and certifies to its correctness. The original is then returned to the treasurer while the duplicate is retained by the professor. The treasurer then issues to the department from his college receipt book receipts in duplicate covering the items included in the cash report, which receipts pass through the secretary's office as heretofore explained.

Fifth—Janitor fees paid by students are treated in a similar way, the superintendent of the fires and lights department checking up and certifying to the correctness of the cash reports.

Sixth—The amount received from sales of departments is either paid directly to the treasurer or first to the head of the department making the sale and then by him to the treasurer. The rules of the board require that whenever practicable payments shall be made direct to the treasurer. There are cases, however, as in the sale of farm stock, etc., where a rigid enforcement of such requirement would greatly embarrass college business. Whenever an officer of the college, received payment for property sold he is required to pay the money received therefor promptly to the treasurer and to file with him an itemized statement of the amount and kind of property sold, the date of sale, the party to whom sold, with postoffice address and the price. Thus directly, or indirectly, through the head of the department the money received from sales reaches the treasurer. Duplicate receipts for such monies are issued by him as in other cases.

Seventh—These duplicate receipts filed in the secretary's office make known to him all items of cash received from whatever source. The following additional checks upon the receipts should be noted:



1. A careful comparison of the books of the secretary's office with those of the state auditor and state treasurer are made at least once each year.

2. A statement of the cash items placed to the credit of each department is sent the professor in charge at least once each month. Each professor keeps a watchful eye upon the fund which has been granted his department. The appropriation from the support fund and the credits arising from fees and sales are never more than sufficient to meet the current expenses of the department and allow for a moderate increase in department equipment. Any failure to credit the fund with all monies belonging to it would be noticed at once by the professor and explanation asked. (Secretary Stanton, Transcript, 22-24.)

**Tuition—Admission.**—Tuition in the college herein established shall be forever free to pupils from the state over sixteen years of age, who have been residents of this state six months previous to their admission. Each county in this state shall have a prior right to tuition for three scholars from such county; the remainder, equal to the capacity of the college, shall be by the trustees distributed among the counties in proportion to the population, subject to the above rule. Transient scholars otherwise qualified, may at all times receive tuition.

Code, section 2649.

**Same.**—Students from outside the state pay a tuition fee of \$12 per semester or \$24 per year. Fees are charged in the different laboratories to meet, in part at least, the cost of materials used by students. In some departments this fee does not equal the cost, while in others it comes very close to covering the expense of the material used.

**Janitor's Fees.**—A janitor's fee of \$5.00 per semester is charged each student.

**Diploma Fee.**—Each graduate pays \$5.00 for his diploma. (Transcript, 24-26.)

**Resources.**—"The following exhibit shows approximately the available resources of the college for the biennial period, ending July 1, 1906:

1. For general expenses and support of educational departments,  
Interest on Endowment Fund (estimated)..\$ 36,000.00  
Morrill Fund ..... 25,000.00

State Appropriation—annual—

Appropriated in 1900.....\$25,000.00  
Appropriated in 1902..... 35,000.00  
Appropriated in 1904 ..... 50,000.00 110,000.00 \$171,000.00

2. For support of experiment station:

National appropriation—annual..... 15,000.00  
State appropriations—annual ..... 25,000.00 40,000.00

3. For repair of buildings and minor improvements:

State appropriation—annual ..... 23,000.00

4. Tax levy,  $\frac{1}{2}$  mill, running five years,

estimated annual proceeds ..... 126,000.00



5. Minor items, including laboratory and janitor fees, room rent, tuition paid by students from outside of state, etc., estimated .....	30,000.00
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Total .....	390,000.00
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**Special Appropriation for the Biennial Period—**

For the completion of the Central building.	\$ 95,000.00
For Dairy building and Dairy farm and equipment .....	84,500.00
For Central heating plant .....	54,500.00
For good roads experimentation.....	7,000.00
For engineering experimental work .....	6,000.00

Total .....	\$247,000.00
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**Summary—**

Receipts from annual appropriations for the biennial period .....	\$ 780,000.00
Special appropriations .....	247,000.00

Total.....	\$1,027,000.00
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(Secretary Stanton, Transcript, 21.)

**Expenditures—Erection of Buildings—Architects.—Secretary Stan-**

ton: Regarding the expenditure of the funds granted the college by the state for the erection of buildings, the following is an outline of the plan adopted by the board of trustees. An architect is employed who advises with the board and consults fully with the president of the college and the heads of the departments to be accommodated by the building. Plans and specifications are then prepared by the architect under the direction of the building committee of the board and bids are advertised for. These bids are opened by the board and if not in excess of the money available the contract is let to the lowest bidder. A list of the bids is entered on the records of the board and the bids themselves, and the contract, are kept on file in the secretary's office. An approved bond in a sum equal to one-fourth of the amount of the contract is required of the contractor. This bond is filed with the secretary. (Transcript, 30.)

**Building Committee.**—The building committee has general oversight of the work of construction of buildings. The architect inspects the work several times each month as it progresses and the board appoints a local superintendent who has direct supervision of the construction. He appoints inspectors who represent him in the work. Professor Marston is the college engineer and is generally chosen as local superintendent. In the case of the agricultural buildings Professor Curtiss is associated with him. Proudfoot & Bird of Des Moines, have been our architects for the later buildings. (Transcript, 31.)

**Ques.** Does the local superintendent prepare estimates of the legitimate cost of a building so the board may have something to guide them in making contracts?

**Ans.** I take it you have in mind large buildings. In the case of



repairs and minor improvements such estimates as you mention are made by the college carpenter, the custodian of buildings, and college engineer, or if heating, lighting and plumbing are in question, by Professor Bissell, our professor of mechanical engineering. But in the case of large buildings the trustees rely largely, as I have already stated, upon the architect employed by them. Sometimes the architect and college engineer go over the estimates together.

Ques. Does the architect at the time of submitting plans and specifications make, also a written estimate of the amount and cost of materials, or does he give this information verbally?

Ans. Verbally, in general. He is present with the board when the bids are opened and acts as their advisor. He always sits with the committee which tabulates the bids and makes recommendation to the trustees. The board consider that as far as estimating the cost of the building is concerned he is the highest and best authority. He must naturally gather the data for such estimate before preparing the plans and specifications. He is acquainted with the cost of buildings; he has had experience in making estimates; it would seem as if in the very nature of the case he would be well fitted to advise the trustees and protect them from a collusion of bidders.

Ques. Does your superintendent of construction take a list of materials and prices and make an estimate of what the proposed building should cost?

Ans. I think not. After the contract is let the college engineer makes monthly estimates, as the work progresses, in which he takes account of all the material that has gone into the building and the price of the same.

Ques. This is the contract price?

Ans. Yes, but he can tell of course by comparison whether the contract price is high or low.

Ques. What we want to know is whether, aside from the architect's estimate, any effort is made to ascertain just what this material and work should cost?

Ans. No, the board relies upon the architect—with his ability, integrity and expert knowledge to give them this information and keep them from accepting an unreasonable bid. It should be remembered, too, that generally a number of bids are received varying considerably in amount. In the case of our new Engineering Hall the bids varied from \$161,800.00 to \$188,786.00; in the case of the farm mechanics addition to Agricultural Hall from \$37,974 to \$47,747.00; in the case of the new Central Building from \$325,267 to \$364,892. The lowest bid in this last case was afterwards reduced through certain omissions to \$262,000. The method of letting contract upon the basis of competitive bids is the one employed by the National Government and by all large corporations. In practice it has given the college first class buildings at a low cost. It is possible for bidders to combine, but a competent and reliable architect safeguards the college against serious loss from such combination, while on the other hand, there is much of



danger in an institution attempting to employ labor, purchase material and oversee the details of the erection of a large building.

Ques. Does the building committee consult with the college engineer as to the materials used?

Ans. By Trustee Wilson: As a member of the building committee, I can answer that, yes.

Ques. Then it is true that the engineer makes an independent estimate of the cost of the building and compares it with that of the architect? Does he submit a written statement?

Ans. By Wilson: No, sir.

Ques. Have you ever made any investigation, independent of the architect, and obtained figures as to whether you could save anything on these buildings by erecting them under the direct supervision of your superintendent of construction instead of by contract?

Ans. In some cases, yes. The heating system in the Central Building, for example, is to be put in by the L. H. Kurtz Co. of Des Moines, at cost of material and labor plus 10 per cent for supervision, use of tools, etc. The company guarantees, however, that the entire cost shall not exceed the lowest bids submitted to the board in connection with this work.

In general, however, in the erection of large buildings, the board follows the plan of competitive bids and letting the contract to the lowest bidder. Mr. Dixon, chairman of the building committee, is here today and will be glad, I know, to answer any questions about these building matters you may see fit to ask. (Secretary Stanton, Transcript, 31-33.)

**Mr. Dixon, Chairman of Building Committee.**—From the testimony of Chairman Dixon, which is found on pages 74 to 83, inclusive, of the transcript, it appears,—contracts for the construction of the large buildings are let by the board of trustees. Bids are advertised for and the contract awarded to the lowest bidder. Estimates as to cost are made by the architect, and his advice is largely relied upon. "He knows the value of work of that kind. Architects have a system of measurements by which they can tell about what a building should cost." Oral, not written statements are made by the architect.

Ques. Do you consider an estimate made in that rough way, reliable for so large a structure?

Ans. It is probably not very close, but we could tell pretty nearly what the building should cost.

The board relies on the architect—"the competition of the bidders and the general cost of a structure of that kind."

Bids are frequently rejected—"We advertised very thoroughly on the heating and plumbing bids for the new central building. The lowest bidder was Kurtz & Company of Des Moines, and in consultation with Professor Bissell, an estimate was made by him, and after considering the matter, we concluded the bids were too high. We decided to buy the materials ourselves and get some one to do the work for us. We made a contract with Kurtz & Company to superintend the work on what was known as the per cent basis. Ten per cent was al-



lowed for purchasing this material for us and ten per cent for his profit in furnishing the labor, and he guarantees that the entire contract shall not exceed the lowest bid, which was his own. Professor Bissell checks over his purchases, and we are protected in that way. That is the only contract we ever let on that basis—for work of that magnitude, we did not have the men nor the equipment and could not have done the work.”

Ques. Then what would be your idea about employing a man for that purpose?

Ans. Well if we could get a man that was an expert plumber, mechanical engineer, expert architect and contractor as well as builder, for a reasonable salary, I think it would be a good investment.

After receiving bids “we take the lowest bid and consult with the architect and engineer, and if we think the lowest bid a good and reasonable one, we accept it, and award the contract.”

#### Bids on Central Building—

Benson & Marxer .....	\$390,000
Cap City Brick & Pipe Co.....	367,000
James Rawson & Son .....	402,196
H. W. Schlueter.....	351,685

Now these bids were all rejected. May 6, 1903, bids were opened.

George J. Grant.....	\$364,892
H. W. Schlueter .....	325,267
James Rawson & Son .....	346,418
W. J. McAlton .....	355,100
Cap. City Brick & Pipe Co.....	365,000

You will find on the biennial reports, for the last three or four reports, bids on all the buildings erecting during that time. The amounts are given in that report.

#### Bids on Dairy Building —

H. W. Schlueter .....	\$47,800.00
Marcus N. Hall .....	59,000.00
John R. Gear .....	55,841.00
E. W. Nichols & Co.....	59,487.45

The bid accepted was that of W. H. Schlueter at \$45,800.

**Same—Manner of Letting Contracts.**—Prof. Marston: In regard to the method employed by the college in letting contracts for buildings, I would say that it is exactly the method which is employed by the best business corporations in private work and which is often prescribed by law for public work. This method is that of having the cost of the building estimated by an expert architect, of advertising thoroughly for sealed bids, and of awarding the work to the lowest responsible bidder, with the advice of our architect, assisted by the college engineer and our mechanical engineer on the engineering features.

Experience in attempting to do state work in any other way than awarding contracts in this public and guarded way is disastrous, and it has been found that such work has been, as a rule more costly than



contract work, besides opening many more opportunities for favoritism and other objectionable practices.

In regard to estimating the cost of a building, I would say that the architect who prepares the designs really has more complete and detailed information regarding the features of the building and is better able as a good architect to estimate the cost than any other person you could employ. He is familiar with all the features, and an expert architect has a higher degree of skill than the ordinary builder or superintendent. I have had much experience in connection with the estimating of work and my experience is that the best experienced man finds it impossible usually before hand to exactly estimate the cost of the work. \* \* \* Contractors themselves make wide differences. I can recall a difference of \$40,000 made on a bid for a single building for the college. This was the case with the central building, the bids which were let some time ago were \$325,000 and \$365,000. In the case of engineering hall the lowest bid on the main part of the work was \$155,000, while the highest bid was \$190,000 or more.

In connection with the possibility of preparing exact estimates beforehand, I would say that the courts have held that if the actual cost of the building comes within 25 per cent of the estimated cost the architect who agreed to prepare plans for a building to cost a certain sum has fulfilled his contract. That is, 25 per cent variation from the estimated cost is not an unreasonable amount. My experience is that this rule of the courts should be just and proper. I have known estimates made by skillful men to vary 50 per cent from the actual cost.

Ques. For example, take the Dairy Building. If you had decided upon the size, plans, specifications, material to be used inside and out, and the fire-proofing, by going upon the market and getting the best prices on the material named, could you not have made a pretty close estimate on the cost of the building?

Ans. Yes, I think I could have made a pretty fair estimate. Of course there should be allowed a considerable per cent, perhaps 25 per cent, in accordance with the court rule before mentioned, for unavoidable uncertainties in such estimates. (Transcript, 84-86.)

**Method of Inspection of Work on Buildings.**—I have general charge of the work and visit it frequently. The work on the new Central building is within sight of my office window. I also employ inspectors to remain constantly on the work inspecting it as each part progresses. These inspectors determine whether the mortar is mixed in the proper proportions, they throw out any defective sacks of cement or poor brick or other materials, and see that the masonry is laid and all other work done in strict accordance with the specifications. They report promptly to me any features of poor workmanship or materials and I decide what shall be done in doubtful cases. When I find poor workmanship or defective material on my visits to the work I require them to be corrected even to the extent of tearing down work already in.

I would say that our materials are tested as they arrive. For example, a certain number of samples are taken from each car of cement and tested in our cement laboratory and the cement is required to



meet certain specified requirements as to strength and other qualities.

In the case of steel, I employ inspecting companies who inspect and test the material first at the mills where it is manufactured and second at the shops where it is worked up into the forms in which it is to be used in the building. They test the tensile strength, ductility, chemical composition, and other properties of the steel and make regular reports which are kept on file. The erection of the steel is inspected at the college. Our men, for example, test the rivets to see whether they are tight, and other features of the erection work are inspected carefully.

Our inspectors employed at the college are, as a rule, advanced engineering students of previous experience in engineering work. Our head inspector on the central building is a student who had had several years experience in engineering work before coming here, and one of the sub-inspectors was employed several years in a structural steel drafting room before coming here. I employ a sufficient number of inspectors to enable one to be kept constantly on the work. These men are paid by the hour.

By our system we have men in general charge who are more expert engineers than any superintendent employed by the year for all classes of work could be, and we have inspectors constantly on the work, where a superintendent could be only part of the time, since his other duties would require part of his time to be spent elsewhere. Moreover the total cost of superintendence and inspection is much less with us than the salary of a superintendent, as our inspectors are paid only when work is actually going on, and our local superintendents are not allowed any increase in salary for this work.

**Architects—Compensation.**—Architect for making plans and specifications and for superintending the work during the erection of buildings is paid three per cent of the cost price. He visits the college three or four times a month. (Transcript, 81.)

**Architects—Compensation.**—Following is a statement of the amount paid architects for five years ending June 30, 1905:

**Proudfoot & Bird.**

August 29, 1900.....	\$ 1,500.00
June 19, 1902.....	151.18
November 22, 1902 .....	812.87
February 19, 1903 .....	1,000.00
May 28, 1903 .....	1,000.00
July 15, 1903 .....	4,000.00
September 23, 1903 .....	300.00
May 3, 1904 .....	500.00
June 2, 1904 .....	1,850.75
June 2, 1904 .....	563.57
August 26, 1904 .....	151.20
November 7, 1904.....	1,000.00
June 30, 1905 .....	481.00
	<hr/>
	\$13,310.57



**Liebbe, Nourse and Rasmussen.**

August 23, 1900 .....	25.00
September 29, 1900 .....	12.00
October 1, 1900 .....	237.00
May 1, 1901 .....	200.00
August 4, 1902 .....	345.60
	<hr/>
	\$ 819.60

**Hallett and Rawson.**

September 22, 1900 .....	145.95
November 17, 1900 .....	131.43
April 16, 1902 .....	198.60
	<hr/>
	\$ 475.98

(Treasurer Knapp to the Committee, December 2, 1905.)

**Educational Work.**—President Storms: As to the scope of the educational work of the institution I would refer you to page 5, section 4 of the Rules and Regulations, which gives a statement from the original land grant act. \* \* \* "Certain money shall go to the endowment, support and maintenance of at least one college, where the leading object shall be, without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the states may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life."

Supplementing that on page 9, section 1, of this report, it says: "Certain money to be applied only to instruction in agriculture, the mechanic arts, the English language and the various branches of mathematical, physical, natural and economic science. with special reference to their application in the industries of life and to the facilities for such instruction."

On page 34, section VIII, from the State Statutes: "There shall be adopted and taught practical courses of study embracing in their teaching branches such as relate to agriculture and the mechanic arts, and such other branches as are best calculated to thoroughly educate the agricultural and industrial classes in the several pursuits and professions of life, including military tactics, and, as a separate department, a school of mines, in which a complete course is theoretical and practical mining in its different branches shall be taught."

Perhaps that is sufficient to indicate the evident scope and purpose of the educational work of the institution in the minds of its founders and as stated in the statutes, and we have construed this to mean, as indicated, the broad and thorough education of the youth who come here for that purpose; the difference between this and the older type of school and the older curricula being the transfer of emphasis from the classical studies to the science and the sciences as applied to the



industries of life. It becomes, therefore, in a large sense an institution of technology with special reference to the leading industries and the application of science to those industries. We believe that the study of science and of applied science has an educational value that is not inferior to the value of the older curricula and that in dignity and educational value an institution of this kind with its purposes and spirit and scope stands along side of the older type of university and college, and we believe that when young people pass out from instruction here they are more in sympathy with the actual industries of the world and are better prepared to put themselves to the business of the world with efficiency than they would be with a more abstract type of education. However, it never has been construed to be an attitude inimical to classical culture whose value we recognize as all men do. Now in carrying out this purpose the institution is developing its work in science as fundamental to all our courses. The courses in science include general culture studies, particularly in English and a general survey of history and the science of mathematics and economic science and civics or civil government, and lay a broad foundation for the study of the pure sciences, as chemistry—(no student can pass through any four years course without at least a year of chemistry)—botany, zoology and physics. The four years science courses lead to the degree of Bachelor of Science and are more generally understood than the technical sides of our work.

(Transcript, 90-91.)

Same.—Dean Curtis: Our work in this department of the institution has been more, largely in the collegiate courses, than in most of the institutions of similar nature in adjoining states. In the surrounding states the short courses has been emphasized, and until recently the attendance in some of the institutions has been almost entirely enrolled in these courses. Recently, however, they have strengthened and emphasized the work in the four year collegiate courses corresponding to those in this institution, and the attendance in those courses in other institutions has increased very rapidly of late. Our work differs from that of other institutions in that we have always emphasized the work in the collegiate courses and have always had the greater number of our students enrolled in these courses. Then, in addition, we have established two weeks courses in stock judging, agronomy and dairying, and during the past winter work in Domestic Science was offered in connection with this, and that has proven very popular. This institution was first to establish the special two weeks courses, and since then at least six or seven other institutions have offered similar courses.

Then, in addition to the two lines of work I have mentioned, namely, the collegiate four year courses in agriculture and the special two weeks courses, we have an arrangement by which those who feel that they cannot afford to give four years time to college work can take special courses of one or two years, and they are allowed to select special courses of study along the lines of agriculture in which they wish to work. Those studies are selected from the four years



collegiate course. Many of the students who take up that work as special students conclude to complete a four years course and the work which they took up as special work is credited on the four years course. We also have a one year course in butter and cheese making. (Transcript, 63-64.)

**Same.**—Professor Marston: As regards the history of our engineering departments and their development, I would say that since beginning we have had the courses in engineering, especially mechanical and civil. Electrical engineering was a later development and was established about fifteen years ago, at about the same time as courses in electrical engineering were first developed at other technical institutions. The course in mining engineering was established in obedience to a special act passed by the legislature in 1892.

As regards the nature and the standard of our engineering work, I would say that we have about the same requirement for admission as the Universities of Nebraska, Wisconsin, Minnesota and Illinois, with all the schools through which we come in close relationship along these lines. As regards the nature of the work in the engineering courses, it is about the same as is given in the engineering courses of the good engineering schools of the country. Transcript, 92.)

**Professor Barrett—High School Inspector—President Storms:** He has the chair of Civics, and there has been also assigned to him the somewhat indefinite task of reorganizing the college in its relation the secondary schools of the state. We find, for instance, that less than one-half the high schools of the state are on the accredited list or the partially accredited list. There are 175 high schools not on the list at all and we feel there should be some kind of relationship established between the college and these schools that the way might be opened for them to come to the college for work which we offer. It is a large field and he is particularly qualified to deal with that question because of his six years experience as state superintendent.

**Ques.** Does he visit high schools?

**Ans.** The board has authorized him to do so as far as he can and carry his work here. We have tried to arrange his time so that the latter part of each week he can make engagements outside.

**Ques.** Is not the same work being done at the University?

**Ans.** They have a high school inspector who spends his entire time in the state. By co-operation of the colleges and the university there has been compiled a partial list of the schools of the state.

**Ques.** Do Professor Barrett and the University man act together and consult each other?

**Ans.** There has been no mapping out of the state between them so far as I know. The college has been in co-operation with the State 'Teachers' Association which includes the University and has gladly accepted and gladly given any information obtainable from any reliable source as to the work being done by the high schools, and thus



we have made up our list of accredited and partially accredited schools. (Transcript, 104.)

Same.—President Storms: Concerning Professor Barrett's work it should be added that Professor Barrett, at the request of the president and as chairman of the faculty committee on entrance requirements, has taken over from the president's office largely the correspondence concerning entrance to the college and has shared with the president the responsibility of meeting so far as possible the requests from teachers associations and institutes, through the state, for addresses upon educational themes. The high school inspection or visiting thus far done has been quite limited as Professor Barrett has had but little time to give to this work. (Transcript, 105.)



## STATEMENT OF THE WORK OF INSTRUCTORS.

The following detailed statements have been made to the committee under date of November 25, 1905:

### DEPARTMENT OF MATHEMATICS.

Below is a table showing in detail the work of each instructor in the Department of Mathematics:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	Number Sections	Students in Section.
Prof. E. W. Stanton....	11	.....	2 sections 4 days 3 sections 1 day	30 each 20 each
Maria M. Roberts .....	19	.....	4 sections 4 days 3 sections 1 day	from 5-40
E. A. Pattengill .....	25 *	.....	5 sections daily 1 additional section 14 days	from 17-31
Julia T. Colpitts .....	23	.....	5 sections 3 days 4 section 2 days	from 17-30
Annie Fleming .....	25 * hrs.	.....	5 sections daily 1 additional section 13 days	from 14-28
Ward M. Jones .....	25 *	.....	5 sections daily 1 additional section 15 days	from 19-31
J. F. Travis .....	20 *	.....	4 sections daily 1 additional section 11 days	from 16-38
Margaret Stanton .....	11	.....	2 sections 4 days 3 sections 1 day	28-38 19
* Erma Wiley .....	5	.....	1 section daily	25
* Keo Anderson .....	5	.....	1 section daily	20
* Agnes Mosher .....	5	.....	1 section daily	10
	174 *			

This makes on an average 35 sections daily in the department. One section has only 5 students, there are 7 others under 20. The remaining 27 range in size from 20 to 40.

\* Student Assistants.

Note 1. With the exception of Mathematics XIII. 2 hours and Mathematics XVI. 4 hours, all classes are 5 hours per week.

Note 2. The several instructors meet each day and average of different students as follows:

Prof. Stanton.....	60	Miss Stanton .....	57
Miss Roberts .....	78	Miss Wiley .....	25
Mr. Pattengill .....	117	Miss Anderson .....	29
Miss Colpitts .....	101	Miss Mosher .....	10
Miss Fleming .....	108		
Mr. Jones .....	119		782
Mr. Travis .....	117		

Note that the above is the number of different students on the average per day. On the basis of individuals per week this would be:

Miss Stanton .....	282	Prof. Stanton .....	300
Miss Wiley .....	125	Miss Roberts .....	390
Miss Anderson .....	100	Mr. Pattengill .....	585
Miss Mosher .....	50	Miss Colpitts .....	505
		Miss Fleming .....	540
	3,910	Mr. Jones .....	590
		Mr. Travis .....	570

There are 859 classified students in different studies in the department.

Note 3. In addition to the above time, which is given to the class as a whole, the various teachers put in on the average, the following number of hours individual help with students:

Miss Roberts, 5 hours per week.  
Mr. Pattengill, 5 hours per week.  
Miss Colpitts, 5 hours per week.



Miss Fleming, 2 hours per week.

Mr. Jones, 2 hours per week.

Mr. Travis, 2 hours per week.

The student teachers each average an hour or more daily in private work with students and for this they receive no pay.

Note 4. Before classes began this term, the teachers of the department were occupied as follows:

Miss Roberts, 14 full days preparing classification cards and helping with classification on opening days.

Mr. Pattengill, 10 days on same work as Miss Roberts.

Miss Colpitts, 4 full days (including evenings) on examinations.

Miss Fleming, 6 days on time table committee.

Mr. Jones, 4 days on classification work. Mr. Travis, One day on examination.

Note 5. During the year we examine a large number of schools in their mathematics. The department force will spend not less than 100 hours in this work this term, fully 80 of which is done by Miss Colpitts.

Note 6. Miss Roberts takes charge of the Mathematical Offices afternoons daily, and on the average puts in four additional hours each day at this work. Her time is occupied in consulting students about their work in the department, changes in their classification, and with special examinations. She also keeps up the records of the office, attends to the department mail, directs the work in mimeographing such supplemental work as is used in the various classes and such other work as naturally falls to a department office.

Note 7. Time given to preparation for classes. In order to conduct large classes in mathematics with success, instructors must devote much time to preparation, especially in the advanced work. Preparation in algebra, trigonometry, analytic geometry, calculus, etc. should take, for instance, as much time on the average as for classes in any other department.

#### DEPARTMENT OF MECHANICAL ENGINEERING.

Number of students classified in the four years' course in Mechanical Engineering, 129.

Number of students from other courses taking work in the Department of Mechanical Engineering, 275.

Below is a detailed statement of the work of each instructor in this department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	Number Section.	Students in Section.
H. W. Dow.....	7	8	7	19-19-29-27-23
W. M. Wilson.....	11	.....	3	31-37-52
M. P. Cleghorn.....	4	18	5	27-11-13-15-19
E. C. Potter.....	.....	44	11	163
F. H. Ricker.....	.....	12	13	13-22-13
W. E. Reuling.....	.....	8	2	11-22
F. G. Allen.....	2	28	9	319
J. H. Lyton.....	.....	30	11	296
E. M. Spangler.....	.....	44	11	163
J. G. Hummel.....	.....	44	11	120
J. A. Knesche.....	.....	37	11	188
D. M. Curl.....	.....	44	11	183
H. L. Blackman.....	.....	.....	.....	.....
W. H. Meeker.....	5	16	7	33-46-40-11-13
G. W. Bissell.....	7	16	8	15-9 44-19-46-40-10 10-10-10



# DEPARTMENT OF CIVIL ENGINEERING.

Number of students in the four year course in Civil Engineering, 261.

Number of students classified in other courses taking work in your department, 127 (This is for second semester only).

Below is a table showing in detail the work of each instructor in this department.

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Sections.	Students in Section.
A. Marston.....	7	0*	3	82 to 53
L. E. Ashbaugh.....	7	18*	6	30 to 35
F. C. French.....	8	19*	7	17 to 42
T. H. MacDonald.....	2	12**	8	80 to 40
J. E. Stewart.....	4	33	7	14 to 47
C. Johnson.....	4	21	6	14 to 36

\* The above does not count in any of the office work. In the case of Professor Marston the office and general work would probably average about eight hours per day. In the case of professors Ashbaugh and French, they are consulted by students in the office frequently, besides their correspondence and other office work.

\*\* Most of Mr. MacDonald's time is taken up by the good roads work and is paid for from the Good Roads Fund. In his laboratory work there are two student assistants who have immediate charge of the rooms and Mr. MacDonald exercises only general oversight. Mr. MacDonald's work would probably average ten hours per day.

Note. In addition to the above, student assistants are employed in marking the Descriptive Geometry problems, of which hundreds require examination every week.

# DEPARTMENT OF MINING ENGINEERING.

Number of students classified in the four year course in Mining Engineering, 30.

Number of students classified in other courses taking work in the Department of Mining Engineering, 48.

Below is a table showing in detail the work of each Instructor in this Department:

Name of Instructors.	Hours. Instruction.	Hours. Laboratory.	No. Sections.	Students in Section.
S. W. Beyer.....	13	General oversight of Laboratory impossible to estimate in hours.....	1 1	10 (5 hr.) 35 (5 hr.)
E. E. Bugbec.....	17	9 Thesis work	1 4 Seminary	7 (2 hr.) 14 (1 hr.) 13 (3 hr.) 9 (8 hr.) 4 (4 hr.) 4 (1 hr.)
I. A. Williams.....	5	3 Mining ..... 6 Gen'l Geol.	2	8 (3 hr.) 6 (3 hr.)



### DEPARTMENT OF DAIRYING.

Number of students classified in the four year course in Dairying, 17.

Number of students classified in other courses taking work in the Dairy Department, 23.

Below is a table showing in detail the work of each instructor in this department:

Name of Instructor.	Hours. Instruction per week.	Hours. Laboratory.	No. Section.	Students in Section.
G. L. M'Kay.....	2	1	1	5
	1	2	1	3
F. W. Bouska.....	18	1	1	17
	1	0	1	9
	0	3	1	1
	0	2	1	5
C. Larsen .....	2	1	1	5
	1	2	1	7
	1		1	6
	1		1	4
	1		1	9
	1		1	9

### DEPARTMENT OF SOILS.

Number of students classified in the four year course in Agronomy, 13.

Number of students classified in other courses taking work in the Department of Soils, 24.

Below is a table giving in detail the work of each instructor in the Department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	Number Sections.	Students In Section.
W. H. Stevenson .....	6	6	3	18-18-10
G. I. Christie.....		12	2	18
I. O. Schaub .....		12	1	10



# DEPARTMENT OF ANIMAL HUSBANDRY.

Number of students classified in the four years course of Animal Husbandry, 122.

Number of special students classified for work in the Department of Animal Husbandry, 43.

Number of students classified for work in other courses taking work in the department of Animal Husbandry, 105.

Below is a table showing in detail the work of each instructor in this department.

Name of Instructor.	Hrs. Instruction per Week	Hours Laboratory.	Number Sections.	Students in Section.
W. J. Rutherford II. ....	2	4	1	37
VII. ....	2	.....	1	36
X. ....	2	.....	1	24
Post Graduate .....	1	.....	1	3
Wayne Dinsmore II. ....	.....	4	1	33
IV. ....	2	4	1	29
V. ....	2	.....	1	63
Carl W. Gay II. ....	.....	4	1	37
IV. ....	2	4	1	25
W. W. Smith II. ....	.....	4	1	27
IX. ....	2	.....	1	43
Dairy X. ....	1	.....	1	8

C. W. Rubel assists Professor Rutherford's section of II.

# DEPARTMENT OF FARM MECHANICS.

Number of students taking work in the department of Farm Mechanics, 78.

Below is a table showing in detail the work of each instructor in this Department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	Number Sections.	Students of Sections.
C. J. Zintheo .....	5	14	1	78
* H. N. Bainer .....	.....	8	2	18-24
A. C. Atherton .....	.....	24	12	108
John Hoover .....	.....	8	3	16-18-10

\*Student Assistant.

# DEPARTMENT OF HORTICULTURE.

Number of students in the four year course in Horticulture.

Number of students classified in other courses taking work in the Department of Horticulture.

Below is a table showing in detail the work of each instructor in this Department.

Name of Instructor.	Hours Instruction.	Hours Laboratory.	Number Sections.	Students in Sections.
* A. T. Erwin .....	9	.....	7	109
* H. P. Baker .....	9	6	3	22
M. L. Merritt .....	3	12	6	104

\*One-half time belongs to the Experiment Station.



# DEPARTMENT OF CHEMISTRY.

Number of students taking work in the Department of Chemistry, 302.

Below is a table showing in detail the work of each instructor in the Department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Sections.	Students in Sections.
A. A. Bennett.....	14	24	8	90
L. A. Placeway.....	11	24	4	110
W. F. Coover.....	6	24	3	62
R. C. McKinney.....	6	24	2	41
W. A. Bevan.....		24		
E. McKimm.....		24		
B. Slater.....		24		

The last three names on the list employ their morning hours in preparation of materials, etc.

# DEPARTMENT OF BOTANY.

Total number of students taking work in the Department of Botany.

Below is a table showing in detail the work of each instructor in this Department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Sections.	Students in Section.
L. H. Pammel XIV.....			1	2
XV.....	2	3	1	8
I.....	1		2	28-47
XI.....	1	3	1	6
X.....	1	3	1	2
III.....	3		1	74
VIII.....				2
XVI.....	1			21
XVI.....	1			1
Post Graduate.....	2	3		5
	12	12	7	148-167
R. E. Buchanan.....	3	24	4	25-2-2-2
Estelle Fogle.....		16	4	28-26-21-21
H. S. Fawcett.....		16	4	20-18-19-18



# DEPARTMENT OF ZOOLOGY.

Number of students taking work in department of Zoology, 224.

Below is a table showing in detail the work of each instructor in the Department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Section.	Students in Section.
H. E. Summers.....	12	Too variable to estimate.	9	54-55-20 19-15-15 21-21-1

In laboratory work, 4 students, each working individually 9 hours per week, part of their time being simultaneous, part separate.

J. E. Guthrie.....	0	20	5	148
C. E. Bartholomew,.....	0	20	5	148

# DEPARTMENT OF ECONOMIC SCIENCE.

Number of students taking work in the Department of Economic Science.

Below is a table showing in detail the work of each instructor in the Department.

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Section.	Students in Section.
B. H. Hibbard, I.....	5		1	54
V.....	8		1	29
VI.....	2		1	17
IV.....	2		1	27

# DEPARTMENT OF DOMESTIC SCIENCE.

Number of students in the four year course in Domestic Science.

Total number of students taking work in the Department of Domestic Science, 304.

Below is a table showing in detail the work of each instructor in this Department:

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Section.	Students in Section.
Frances Williams,.....	2	18	6	15-15-16
Beth Morrison.....	2	9	4	12-13-9
Georgetta Witter,.....	4	12	5	19-13-30-11 19-19-16-11-25



# DEPARTMENT OF LITERATURE AND RHETORIC.

Total number of students taking work in the Department of Literature and Rhetoric, 867.

Below is a table showing in detail the work of each instructor in this Department.

Name.	Course.	Hours. (Instruction,	Hours. Laboratory.	Hours. Preparation.	Secs.	Students.
A. B. Noble.....	Lit. VII	2	1	4-8	1	14
	" II	5	3	10-20	1	37
	Eng. VI	1	12-14	6-12	1	39
		8	26-28	20-40	3	90
E. McLean.....	Lit. III	3	1	9-12	1	21
	Eng. VI	2	15	6-12	1	73
	" V	2	10	4-8	2	86
	" O	5	3	8-5	1	21
		12	29	22-37	6	201
Helen Reed.....	Eng. VI	1	14	6-12	1	88
	" III	10	15	10	2	44
		11	29	16-12	3	80
Effie White.....	Eng. VI	1	14	4-10	1	26
	" IV	2	16	44-8	2	78
		5	9	5-10	1	26
		8	39	18-28	4	130
Rose Abel.....	Eng. VI	(As reader)	12-14	6-12	0	30-40
	" IV	8	18	10-12	3	97
	"	5	7	4-	1	18
		8	37-39	20-30		110-40
*Blanche Thoburn.	Eng. II	10	22	8		50
	" I	5	6	4		18
Elizabeth Moore....	Eng. IV	2	13	10-15	2	62
	" III	10	19	10-15	2	51
		12	32	20-30	4	113
D. Thompkins,.....	Eng. II	10	22	5-8	2	50
	" I	2	5	4-6	1	20
		15	27	9-14	3	70

\*For several weeks Miss Thoburn read one set of essays in English V



# DEPARTMENT OF PUBLIC SPEAKING.

Number of students taking work in the Department of Public Speaking, 314.

Below is a table showing in detail the work of each instructor in the Department:

Name of Instructor.	Hours. Instruction.	Hours. Laboratory.	No. Sections	Students in Sections.
A. M. Newens.....	13	10	6½	18-10-11
Miss Lentner.....	7	18	6	12-8
Miss Tilden (Physical Culture.)	8	5	4	25-21-2
				25-31-19
				About 18 each.

Also has: Junior Class Play, Senior Class Program, Declamatory Contest, State Oratorical Contest, Grinnell Debate.

Oration papers, 30 to 45 each term.

# DEPARTMENT OF FRENCH AND GERMAN.

Number of students taking work in the Department of French and German, 366.

Below is a table showing in detail the work of each instructor in this Department:

Name of Instructor.	Hours. Instruction,	Hours. Laboratory.	No. Sections.	Students in Section.
Lizzie M. Allis.....	23	.....	5	8
				8
				17
				12
Grace Norton.....	25	.....	5	30
				28
				86
				22
				22
Florence Lucas.....	22	.....	5	16
				6
				33
				3
				7
Lisle McCollum.....	24	.....	6	6
				8
				13
				17
				30
				10
				16



# DEPARTMENT OF HISTORY.

Number of students taking work in the Department of History, 538.

Below is a table showing in detail the work of each instructor in the department:

Name of Instructor.	Hours Instruction.	Reading Papers.	Sections.	Students in Sections.
O. H. Cessna.....	15	7		82
P. S. Pierce.....	17	15	11	330
Mae Miller .....	20	10	5	96
Ethyl Cessna .....	10	8	2	30

Besides overseeing the Department and service as chaplain, which equals at least 48 hours.

# D PARTMENT OF CIVICS.

Total number of students enrolled in the Department of Civics, 66.

Below is a table showing in detail the work of the Instructor in this Department:-

Name of Instructor.	Hours Instruction.	Hours Laboratory.	No. Sections.	Students in Sections.
R. C. Barrett.....	6		3	11-36-19

*Same.*

Secretary Stanton: It is not an easy matter to tabulate the work of our officers and instructors in this way. In my own case, for instance the table simple shows a part of the work done in the department. You will see at once that a man having charge of a department employing several assistants and with an enrollment of nearly eight hundred students, must necessarily have work outside of the class-room. I am also Dean of the Junior College and am responsible for the classification and class work of some 800 or 900 students. As secretary and member of the Board of Audit I am required to pass upon all bills paid by the College. An account is also kept in my office of every financial transaction connected with the institution. All purchases of supplies and equipment are made by the Purchasing Committee of which I am chairman. I cite my own case simply as an example.



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
W. M. Beardshear, President.....	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 4,350.00	\$ 4,350.00	\$ 4,350.00			
A. B. Storms, President.....								\$ 4,166.66	\$ 5,000.00	\$ 5,000.00
E. W. Stanton, Mathematics and Secretary.....	2,200.00	2,200.00	2,200.00	2,400.00	2,400.00	2,400.00	2,400.00	3,000.00	3,000.00	3,000.00
Minnie Roberts, Mathematics.....				900.00	900.00	983.34	1,083.83	1,100.00	1,225.00	1,250.00
Assistants in Mathematics.....	1,450.00	1,450.00	1,800.00	1,400.00	1,600.00	2,200.00	3,180.00	3,580.00	4,480.00	4,630.00
Clerks in Secretary's office.....								800.00	2,000.00	
J. R. Lincoln, Military Science.....	1,800.00	1,800.00		1,083.67	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Herman Knapp, Military Science.....			300.00							
A. A. Bennett, Chemistry.....	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00	1,966.67	2,000.00	2,000.00	2,100.00
Lola Placeway, Chemistry.....								1,000.00	1,000.00	1,000.00
W. F. Coover, Chemistry.....									1,200.00	1,300.00
Assistants in ".....	925.00	950.00	950.00	950.00	950.00	1,050.00	1,450.00	1,450.00	2,300.00	2,200.00
Herbert Osborn, Zoology.....	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,766.67	1,800.00	1,800.00	1,800.00
H. E. Summers, ".....									833.33	1,100.00
J. E. Guthrie, ".....				300.00	300.00	300.00	900.00	900.00	500.00	900.00
Assistants in ".....			300.00							
W. H. Wynn, History and Philosophy.....	1,800.00	1,800.00	1,800.00	1,200.00						
O. H. Cessna, History and Philosophy.....					1,541.68	1,850.00	1,975.00	2,300.00	2,300.00	2,300.00
Paul S. Pierce, History and Philosophy.....									833.33	1,100.00
Assistants, History and Philosophy.....							800.00	1,180.00	800.00	800.00
L. H. Pammel, Botany.....	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Assistants, Botany.....	850.00	850.00	850.00	350.00	350.00	350.00	850.00	850.00	1,100.00	1,100.00
A. Marston, Civil Engineering.....	1,600.00	1,600.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,708.34	2,750.00
Elmira Wilson, Civil Engineering.....							1,050.00	1,100.00		
L. E. Ashbaugh, Civil Engineering.....								1,500.00	1,583.33	1,600.00
Frank French, Civil Engineering.....									1,350.00	1,400.00
Assistant Professor Civil Engineering.....									1,000.00	
Assistants, Civil Engineering.....	300.00	300.00	800.00	800.00	1,800.00	800.00	600.00	600.00	1,100.00	1,600.00
Assistant Professor Civil Engineering.....						1,200.00	1,450.00			
L. M. Allis, French and German.....	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	1,200.00	1,283.33	1,300.00	1,383.33	1,400.00
Assistants, French and German.....						600.00	700.00	700.00	2,300.00	3,000.00
Mrs. S. S. Smith, Preceptress.....	750.00	750.00	750.00	750.00						
Mrs. M. M. Kilbourne, Preceptress.....					750.00	900.00	900.00	900.00	900.00	900.00
C. F. Curtiss, Animal Husbandry.....	1,800.00			1,800.00	1,800.00					
John A. Craig, Animal Husbandry.....		1,800.00	1,800.00			1,966.66				
W. J. Kennedy, Animal Husbandry.....							2,250.00	2,250.00	2,312.50	2,500.00
W. J. Rutherford, Animal Husbandry.....								1,200.00	1,533.33	1,800.00
Assistants—Animal Husbandry.....				200.00	200.00	200.00	600.00	330.00	1,200.00	500.00
M. Staeker, Veterinary Science.....	1,600.00	1,600.00	1,800.00	1,600.00	766.66					
W. B. Niles, Veterinary Science.....	1,700.00	1,700.00								
W. E. Hurremair, Veterinary Science.....	1,000.00	1,000.00	1,000.00	700.00	866.67					
C. W. Gay, Veterinary Science.....						1,200.00	1,450.00	1,500.00	1,666.66	1,800.00
Assistants—Veterinary Science.....	200.00	200.00	200.00	1,400.00	2,900.00	3,200.00	3,866.66	4,033.32	4,814.98	5,700.00
Gertrude Coburn, Domestic Economy.....	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00					
Mary A. Sabin, Domestic Economy.....						1,200.00	1,200.00	200.00		
Georgetta Witter, Domestic Economy.....									1,000.00	1,400.00







	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905
L. S. Klinck, Agronomy.									\$ 2,000.00	
W. W. Wilcox, "									1,200.00	
I. Shaub, "									933.32	
Prof. Davidson, "									750.00	1,500.00
Assistants,										
B. H. Hibbard, Economic Science.							\$ 1,000.00	\$ 1,000.00	1,183.34	1,500.00
R. O. Barrett, Civics.								1,000.00	1,416.66	1,500.00
Vina E. Clark, Librarian.									1,666.66	2,000.00
Assistants,									891.66	900.00
J. P. Watson, Physical Director.	\$ 150.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 375.00	\$ 475.00	750.00	825.00	600.00	600.00
College Physician.									750.00	1,800.00
Photographer.						1,100.00	1,100.00	1,100.00	1,400.00	1,400.00
									1,250.00	1,500.00

# IOWA STATE COLLEGE RECAPITULATION.

President	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 4,350.00	\$ 4,350.00	\$ 4,350.00	\$ 4,350.00	\$ 4,166.66	\$ 5,000.00	\$ 5,000.00
Mathematics and Secretary	3,650.00	3,650.00	4,000.00	4,700.00	4,900.00	5,533.34	6,666.33	8,280.00	10,705.00	8,880.00	
Military	1,800.00	1,800.00	300.00	1,036.67	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Chemistry	2,525.00	2,550.00	2,550.00	2,750.00	2,750.00	2,850.00	3,416.67	4,450.00	6,400.00	6,600.00	
Zoology	1,600.00	1,600.00	1,900.00	1,900.00	1,900.00	1,900.00	2,666.67	2,700.00	3,133.33	3,800.00	
History and Philosophy	1,800.00	1,800.00	1,300.00	1,200.00	1,541.66	1,850.00	2,775.00	3,480.00	3,933.33	4,200.00	
Botany	2,150.00	2,150.00	2,150.00	2,150.00	2,150.00	2,350.00	2,850.00	2,850.00	3,100.00	3,100.00	
Civil Engineering	1,900.00	1,900.00	2,800.00	2,800.00	3,800.00	4,000.00	5,100.00	5,200.00	7,741.67	7,350.00	
French and German	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	1,800.00	1,933.33	2,000.00	3,666.66	4,400.00	
Preceptress	750.00	750.00	750.00	750.00	750.00	900.00	900.00	900.00	900.00	900.00	
Animal Husbandry	1,800.00	1,800.00	1,800.00	2,000.00	2,000.00	2,166.66	2,850.90	3,780.00	5,043.83	4,800.00	
Veterinary Science	4,500.00	4,500.00	3,000.00	3,700.90	4,533.33	4,400.00	4,816.65	5,533.22	6,491.64	5,500.00	
Domestic Economy	1,200.00	1,200.00	1,800.00	1,800.00	1,800.00	2,100.00	2,600.00	2,000.00	2,500.00	2,900.00	
Agriculture Department	2,500.00	2,800.00	3,400.00	3,600.00	3,800.00	4,733.34	3,900.00	4,000.00	4,416.66	4,000.00	
Agricultural Chemistry	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,788.66	1,800.00	1,300.00	1,500.00	
English and Latin	900.00	900.00	2,100.00	2,200.00	3,550.00	4,150.00	4,966.67	7,400.00	6,133.33	6,150.00	
Electrical Engineering and Physics	2,700.00	2,400.00	2,400.00	2,400.00	4,000.00	3,200.00	4,667.67	5,000.00	7,499.98	6,800.00	
Mechanical Engineering	\$ 6,100.00	\$ 6,100.00	\$ 6,105.00	\$ 6,155.00	\$ 6,238.34	\$ 6,421.66	\$ 7,954.99	\$ 11,260.00	\$ 12,371.67	\$ 12,755.00	
Horticulture	2,400.00	2,400.00	2,400.00	2,400.00	3,200.00	3,400.00	3,800.00	5,233.33	3,933.33	6,116.66	
Elocution and English	600.00	800.00	1,133.33	1,200.00	1,200.00	1,800.80	1,650.00	1,950.00	2,441.66	2,475.00	
Geology and Mining Engineering	1,200.00	1,300.00	1,850.00	1,900.00	1,983.34	2,000.00	2,633.33	2,700.00	5,033.32	5,700.00	
Dairy	200.00	200.00	261.00	400.00	1,783.34	2,116.66	2,400.00	2,400.80	4,466.71	5,100.00	
Treasurer and Recorder	1,250.00	1,400.00	1,400.00	1,450.00	1,650.00	1,850.00	2,356.66	2,390.00	3,523.33	3,540.00	
Latin and Physical Culture					833.34	166.66					
Agronomy							3,000.00	7,200.00	10,299.99	7,400.00	
Economic Science								1,000.00	1,416.66	1,500.00	
Civics									1,666.66	2,000.00	
Physical Director									750.00	1,800.00	
Librarian and Assistants	150.00	350.00	350.00	350.00	375.00	475.00	750.00	825.00	1,491.66	1,500.00	
College Physician						1,100.00	1,100.00	1,100.00	1,400.00	1,400.00	



Photographer.....									1,250.00	1,500.00
Total of Salaries.....	\$ 48,125.00	\$47,350.00	\$ 47,099.33	\$ 53,321.67	\$ 62,888.87	\$67,733.32	\$82,966.64	\$103,228.28	\$128,029.09	\$128,466.66
Attendance.....	588	555	873	919	930	1,064	1,272	1,271	1,412	1,363
Teachers' Salaries, per student.....	\$ 81.84	\$ 85.31	\$ 53.95	\$ 58.02	\$ 67.69	\$ 63.69	\$ 65.22	\$ 81.22	\$ 90.67	\$ 94.25



Statement showing expenditures in current expenses of the college by departments, during the years 1895-1896 to 1904-1905, inclusive.

	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905
Agricultural Division, Expenses & Equipment	\$ 1,816.89	\$ 1,500.00	\$ 1,125.00	\$ 1,800.00	\$ 1,300.00	\$ 1,000.00	\$ 2,000.00	\$ 1,800.00	\$ 1,700.00	\$ 960.00
Agricultural Chemistry	400.00	*500.00	*500.00	*700.00	500.00	500.00	500.00	500.00		
Creamery, Expenses and Equipment	1200.00	*800.00	*1000.00	*1000.00	1000.00	1000.00	7,000.00	1,200.00		
Dairy		150.00	200.00	100.00	250.00	150.00	150.00		240.00	1,500.00
Horticulture	800.00	1200.00	1500.00	1500.00	800.00		1,050.00		1,400.00	1,200.00
Animal Husbandry								570.00	960.00	960.00
Agronomy								400.00	900.00	962.50
Veterinary Division	350.00	350.00	400.00	850.00	350.00			520.00	500.00	500.00
Mechanical Engineering	1,700.00	1,800.00	1,000.00	1,000.00	1,200.00	1,400.00	1,200.00	1,700.00	1,200.00	1,200.00
Civil Engineering	800.00	823.15	400.00	1,150.00	1,400.00	1,400.00	1,800.00	2,000.00	1,140.00	1,340.00
Electrical Engineering and Physics	925.00	900.00	1,200.00	1,500.00	1,500.00	1,500.00	1,200.00	1,500.00	1,440.00	1,440.00
Mining Engineering	200.00	100.00	100.00	300.00	400.00	400.00	588.84	850.00	1,000.00	800.00
Military Division	200.00	230.00	200.00	100.00	100.00			100.00	525.00	525.00
Chemistry	795.00	600.00	425.00	500.00	500.00	500.00	500.00	728.00	900.00	700.00
Zoology and Entomology	600.00	785.00	350.00	300.00	400.00	400.00	400.00	700.00	800.00	800.00
Pathology Division	100.00	75.00	100.00	500.00	50.00					
Botany	300.00	453.91	300.00	300.00	50.00			75.00	*700.00	†700.00
Domestic Economy	325.00	400.00	375.00	300.00	300.00	300.00	300.00	850.00	450.00	450.00
Music	140.00	90.00		50.00	85.00	75.00	88.17	125.00	100.00	100.00
Library Books etc.	1,900.00	1,800.00	1,760.00	1,800.00	2,000.00	1,950.00	1,998.48	2,500.00	2,200.00	2,200.00
English, Literature and Rhetoric	25.00	50.00				800.00	450.00	543.67	400.00	400.00
Public Speaking	100.00		100.00	75.00			25.00	25.00	112.50	150.00
History			85.00	25.00	50.00	50.00	50.00	100.00	175.00	175.00
French and German		10.00		135.00				100.00	22.50	25.00
English	50.00		60.00	200.00						
Preceptress		150.00	150.00	150.00	150.00	150.00	180.00	180.00	175.00	225.00
Political Economy					75.00	75.00		100.00	50.00	50.00
Totals	\$ 12,726.89	\$ 12,447.06	\$ 11,230.00	\$ 13,235.00	\$ 12,360.00	\$ 11,150.00	\$ 18,139.94	\$ 16,967.50	\$ 17,990.00	\$ 24,481.00

\*Assistants salary and expenses are included in these items.

†Used in part for assistant.



**President's Office—Expenses.**—The expense of the president's office are "included under administrative and contingent expenses as illustrated in the statement of such expenses for 1904 and 1905" submitted by President Storms to the committee of date Sept. 11, 1905, and which is now on file in the office of the secretary of state. Said statement is in words, following:

Secretary and stenographer, for president's office.....	\$1,600.00	
Catalogues, printing, stationery and advertising .....	4,000.00	
Ringling chimes .....	115.00	
Telephone service .....	125.00	
Proctors .....	175.00	
Manuals for chapel use .....	50.00	
Advertising in Student .....	50.00	
Advertising in Iowa Engineer. ....	50.00	
Advertising in Agric.....	50.00	
Address before college and trustees .....	100.00	
Annual fee of Agricultural College Association.....	15.00	
Insuring treasurers balance .....	13.50	
Harvest home excursion .....	250.00	
Commencement week expenses .....	50.00	
High school inspection .....	100.00	
President's fund .....	400.00	
Total .....	\$7,143.50	

**Employees Other Than Teachers.**—President Storms: The following are the statements of department employees other than teachers, for 1904-1905:

Department of Military Science .....		
Department of Language .....		
Department of Botany .....		
Stenographer .....	\$ 180.00	
Laboratory Assistants .....	162.00	342.00
Dean of Women—		
Student labor, 1,800 hours at 8cts.....		144.00
Office of Secretary Stanton—		
For regular stenographers, accountants and student help (see attached list for detailed statement) .....		1,000.00
Office of Purchasing Committee—		
Ira J. Welch, secretary .....	300.00	
Gertrude Jones, stenographer .....	100.00	400.00
Office of E. W. Stanton, Dean of Junior College—		
For clerical and stenographic work (See attached statement) .....		375.00
Office of Dean Stanton, Classification Work, During opening of semester—		
For clerical work (see attached statement)...		318.04
Library—		
For student assistants in the library .....		225.00
Department of Economic Science—		
Student labor, 20cts per hour.....		8.00
Treasurer's Office—		
Cashier, \$55 per month .....	660.00	
Bookkeeper, \$55 per month .....	660.00	
Stenographer, \$55 per month.....	660.00	
Record clerk, \$50 per month .....	600.00	2,580.00



Department of Public Speaking—		
Clerical and stenographic work .....		80.00
Department of Zoology—		
Department of Chemistry—		
Dispensing clerk, 9 mo. at \$26 per month.....	234.00	
Dispensing clerk, 9 mo. at \$13.40 per month..	105.60	339.60
Department of Soils—		
Stenographer, \$30 per month .....		360.00
Department of Mechanical Engineering—		
Stenographer, \$55 per month .....		660.00
Department of Domestic Science—		
20 hours stenographic work, at 25cts per hour.		5.00
Department of History—		
Department of Husbandry—		
Stenographer, \$27.50 per month ... ..	330.00	
Stenographer, \$60.00 per month .....	720.00	1 050.00
Department of English—		
Stenographic help, 217 $\frac{3}{4}$ hours at 25cts per hour	54.44	
Clerical work, 255 $\frac{1}{2}$ hours at 15cts.....	38.30	92.74
Civil Engnieering Department—		
Stenographer, \$60 per month.....	720.00	
900 hourse stenographic help, at 25cts per hour	225.00	945.00
Agronomy Department—		
Stenographer, \$30 per month .....	360.00	
Stenographer, \$25 per month .....	300.00	
Office assistant, one-half time.....	390.00	1,050.00
Civics Department—		
Stenographic work, 87 $\frac{3}{4}$ hours at 25cts per hour	21.85	
Clerical work, 20 hours at 15cts per hour.....	3.00	24.85
Dairy Department—		
For stenographic work .....	524.77	
For student labor, at 12 $\frac{1}{2}$ cts per hour.....	184.58	
For drayage .....	111.15	820.50
Veterinary Department—		
Clerical work, 442 $\frac{3}{4}$ hours at 20cts per hour...	84.55	84.55
Department of Geology and Mining Engineering—		
Clerical work, 85 $\frac{1}{2}$ hours at 15 to 25cts.....	17.56	
Student labor, 873 hours at 15 to 20cts.....	170.40	
Stenographic work, part time at rate of \$50 per month .....	245.32	433.28
Department of Electrical Engineering—		
Stenographic, one-half time, \$25 per month..	225.00	
Mechanician, \$40 per month for 9 months ....	360.00	
Student assistance, 160 $\frac{1}{2}$ hours, 25cts.....	40.12	625.12
Horticultural Department—		
For stenographic help .....	419.00	
For gardner .....	700.00	
For teamster .....	400.00	
For student labor on campus and in fields at the rate of 12 $\frac{1}{2}$ to 15cts per hour.....	1,800.00	3,319.00



Agricultural Division, Director's Office and Farm Department—			
Sam Nicholls, care of horses .....	600.00		
Wm. Burlton, care of cattle .....	804.00		
Wilson Rowe, care of hogs .....	720.00		
David Evans, care of sheep .....	600.00		
Elmer Koons, teamster .....	480.00		
Emmett Packer, teamster .....	480.00		
Victor Jones, teamster .....	456.00		
Victor Grub, assistant herdsman .....	456.00		
Wm. Thompson, handyman .....	250.00		
Student labor, 7 to 15cts per hour .....	300.00		
Stenographer, two-sevenths time .....	240.00		
Extra stenographic help, 25 and 30cts per hour			
two-sevenths time .....	50.00		
Clerical assistants, at 15cts per hour.....	40.00	5,476.00	
Total salaries .....		\$20,757.68	

#### LIST OF EMPLOYES IN SECRETARY'S OFFICE.

Ira J. Welch, stenographer and accountant, 3½ mo. at \$50..\$	175.00
Ethel Carpenter, stenographer and bookkeeper, 2 months at \$50 per month; 10 months at \$60 per month.....	700.00
Ciola Chambers, 300½ hours at 20cts. per hour, clerical work	60.10
Seaman Knapp, department mail carrier, 48½ hours at 15cts	7.27
J. W. White, reading proof, 10 hours at 20cts.....	2.00
Gertrude Jones, stenographer, 1 month with machine.....	49.18
Lottie Burns, typewriter, 11½ hours at 25cts. per hour....	2.87
J. M. Wilson, typewriting, 15 hours at 20 cts. per hour.....	3.00
A. L. Sanford, clerk, 3¼ hours at 15cts. per hour .....	.58
	<u>\$1,000.00</u>

#### LIST OF EMPLOYEES IN PURCHASING COMMITTEE OFFICE.

Ira J. Welch, sec'y of committee, 6 mo. at \$50 per mo.....	300.00
Gertrude Jones, stenographer, 1 9-11' mo. at \$55 per mo....	100.00
	<u>\$ 400.00</u>

#### LIST OF EMPLOYEES IN OFFICE OF DEAN OF JUNIOR COLLEGE.

Ira J. Welch, clerk, 2½ months at \$50 per month	\$125.00
Florence Dunham, clerical work, 13 hours at 15cts per hour .....	1.95
Gertrude Jones, 50 hours at 25cts.....\$	12.50
49½ hours at 27cts. (including machine)...	13.37
Two-elevenths months at \$55.....	10.00
1 month at \$60 (including machine).....	60.00
	<u>95.87</u>
H. J. Gould, clerical work, 22 hours at 15cts per hour .....	33.59
G. B. Guthrie, clerical work, 412½ hours at 15cts per hour .....	61.90
Gurine Anderson, clerical work, 63 hours at 15cts. per hour .....	9.45
Minta Anderson, clerical work, 76¾ hours at 15cts per hour .....	11.50
R. L. Collett, clerical work, 15 hours at 15cts. per hour .....	2.25



L. J. Murphy, clerical work, 66 hours at 15cts. per hour .....	9.90
Earl Waycott, clerical work, 13½ hours at 15cts per hour .....	2.02
Angie McKinley, clerical work, 64¾ hours at 15cts. per hour .....	9.72
Ethel McKinley, clerical work, 8 hours at 15cts. per hour .....	1.30
A. L. Sanford, clerical work, 71 hours at 15cts. per hour .....	10.65
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	\$ 375.00

#### LIST OF EMPLOYEES OR ASSIGNMENT COMMITTEE.

Employed in making registration cards and time schedules, for students, and class list for instructors at the beginning of each semester.

Agnes Mosher, 158½ hours at 15cts. per hour .....	\$ 23.70
D. C. Barrett, 32 hours at 15cts. per hour .....	4.80
Viola Chambers, 73 hours at 15cts. per hour .....	10.95
Iva Brandt, 128 hours at 15cts. per hour .....	19.20
Ruth Walker, 5 hours at 15 cts. per hour .....	.75
Jeanette Bartholomew, 9 hours at 15cts. per hour .....	1.35
Rose Goble, 2 hours at 15cts. per hour .....	.30
A. Q. Adamson, 99 hours at 15 cts. per hour .....	14.85
F. W. Cessna, 20 hours at 15cts. per hour .....	3.00
Mary Wilson, 6 hours at 15 cts. per hour .....	.90
Keo Anderson, 81 hours at 15cts. per hour .....	12.15
Margaret Stanton, 139 hours at 15cts. ....	20.85
H. J. Gould, 199 hours at 15cts. per hour .....	29.85
G. B. Guthrie, 374½ hours at 15cts. per hour .....	56.15
C. J. Crawford, 72 hours at 15cts. per hour .....	10.80
Erma Wiley, 125½ hours at 15cts. per hour .....	18.82
Edgar Stanton, jr., 102½ hours at 15cts. per hour .....	15.38
Florence Kimball, 4 hours at 15cts. per hour .....	.60
Frank Cave, 60 hours at 15cts per hour .....	9.00
Mary Clyde, 53 hours at 15cts. per hour .....	7.95
M. J. Evinger, 52 hours at 15cts. per hour .....	7.80
Carolyn Gabrielsen. 66 hours at 15cts. per hour .....	9.90
H. L. Lundeen, 22½ hours at 15cts per hour .....	3.37
Angie McKinley, 57 hours at 15cts per hour .....	8.55
Genevieve Milness, 47 hours at 15cts. per hour .....	7.05
F. V. Skelley, 12 hours at 15cts. per hour .....	1.80
May L. Jackson, 47½ hours at 15cts per hour .....	7.12
May Kennedy, 47 hours at 15cts per hour .....	6.90
Winifred Thompson, 28 hours .....	4.20
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	\$318.04

**Enrollment.**—According to the enrollment by departments, it will be seen that the total enrollment for 1905, is slightly less than for 1904. This difference is accounted for by the fact that the dairy



building was in process of erection and equipment and we could not accomodate the students in dairying. During the past year we have advised all applicants to wait until the dairy building was completed. In the main divisions of our work otherwise we had an increase in the enrollment over any previous years. The standards for admission for our freshmen classes in all courses have strongly raised. We have anticipated that this might temporarily result in a decreased enrollment of students. We are finding, however, that the enrollment of the present year promises to be in excess of any other and the class of students who are coming to us are much better prepared to stronger and more satisfactory work. We estimate the enrollment this present year will be, to make a conservative estimate, some fourteen hundred students \* \* \* The total enrollment as given does not include the short course students. The short course enrollment is attached herewith. (President Storms, Sept. 11, 1905.)

**Expansion in Courses of Study.**—An analysis of our courses will immediately suggest that the total attendance of students is only one factor to be taken into consideration in estimating the amount of work done and the expense incurred in running a technical school. For example, the old curriculum had one general course in agriculture. We now have six general courses. Under the simpler system that formerly prevailed, a single department like that of Agronomy, had but few studies offered. Now the studies have been multiplied and courses increased until we now have more than forty distinct courses offered in the department of Agronomy alone. It is this development and enrichment of our courses of study which is giving our institution its prestige and leadership among institutions of its kind throughout the world. Secretary Wilson said to me last week, in private conversation: "The College at Ames is far and away the best institution of its kind in the world." If the secretary is right in his judgment, it is due to the enrichment and variety of courses offered in applied science in the field of agriculture and Engineering.

## IOWA STATE COLLEGE

### STUDENT ENROLLMENT FOR THE YEAR 1904-5

By classes—	
Post Graduate .....	13
Senior .....	170
Junior .....	119
Sophomore .....	22
Freshman .....	373
Academic .....	291
Special .....	149
Special Dairy .....	12
Music .....	15
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Total in regular college work.....	1,363



## SHORT COURSES

Agriculture—	
Live stock and grain judging .....	530
Domestic economy .....	26

Total in short courses.....	556
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## ENROLLMENT BY COURSES FOR THE YEAR 1904-5

### Animal Husbandry—

Senior .....	24	
Junior .....	17	
Sophomore .....	24	
Freshman .....	56	
Academic .....	49	
Special .....	54	224

### Agronomy—

Senior .....	8	
Junior .....	7	
Sophomore .....	7	
Freshman .....	11	
Academic .....	10	
Special .....	30	73

### Dairy—

Post Graduate .....	1	
Senior .....	5	
Junior .....	2	
Sophomore .....	5	
Freshman .....	1	
Academic .....	3	
Special .....	13	30

### Horticulture—

Senior .....	2	
Junior .....	3	
Sophomore .....	2	
Freshman .....	7	
Academic .....	2	
Special .....	2	18

### Science and Agriculture—

Freshman .....	1	
Academic .....	1	2

Total in division of agriculture .....	347
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### Veterinary—

Senior .....	14	
Junior .....	3	
Sophomore .....	12	
Freshman .....	33	62

Total in Veterinary Division .....	62
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Civil Engineering—

Senior .....	33	
Junior .....	29	
Sophomore .....	59	
Freshman .....	81	
Academic .....	55	
Special .....	6	263
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Mechanical Engineering—

Senior .....	20	
Junior .....	18	
Sophomore .....	19	
Freshman .....	45	
Academic .....	44	
Special .....	9	155
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Electrical Engineering—

Senior .....	25	
Junior .....	22	
Sophomore .....	52	
Freshman .....	82	
Academic .....	66	
Special .....	2	249
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Mining Engineering—

Senior .....	5	
Junior .....	6	
Sophomore .....	5	
Freshman .....	9	
Academic .....	7	
Special .....	7	39
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Total in division of Engineering .....		706
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Science—

Senior .....	16	
Junior .....	6	
Sophomore .....	13	
Freshman .....	19	
Academic .....	33	
Special .....	14	101

Domestic Science—

Junior .....	1	
Sophomore .....	1	
Freshman .....	2	
Academic .....	2	
Special .....	11	17
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General and Domestic Science—		
Senior .....	18	
Junior .....	5	
Sophomore .....	22	
Freshman .....	27	
Academic .....	17	
Special .....	13	102
		<hr/>
Total in the division of Science .....		220
Total in Music .....		15
Total enrollment .....		1,350
		<hr/>
Post Graduates...		13
		<hr/>
Grand total .....		1,363

#### RECAPITULATION.

Division of Agriculture .....	347	
Veterinary Division .....	62	
Division of Engineering .....	706	
Division of Science .....	220	
Music .....	15	
		<hr/>
Total .....		1,350
Post Graduates ..	13	
		<hr/>
Grand total .....		1,363
(President Storms, Sept. 11, 1905.)		

#### MAINTENANCE OF BUILDINGS AND GROUNDS.

Labor—	1903-04	1904-05
Stenographic and Clerical .....	\$ 1,299.96	\$ 1,068.33
Custodian, one-half salary .....	600.00	575.00
Superintendent .....		1,000.00
Janitors .....	6,126.01	6,490.15
Plumbers .....	1,234.90	2,403.31
Engineers and Firemen .....	4,679.81	5,171.73
Electricians .....	495.28	558.41
Night Watch .....	405.25	594.98
Miscellaneous dept. work .....	214.17	180.33
		<hr/>
	\$15,055.33	\$18,042.24

#### EXPLANATORY.

**Stenographic and Clerical Labor.**—Includes five-elevenths of time of two bookkeepers at \$55.00 per month; one-half time of stenographers and bookkeeper at \$50.00 per month; office assistant at \$30.00 per month; salary of accountant \$100.00 per annum.

**Janitors.**—During the sessions of college about twelve regular janitors are employed at wages ranging from \$40.00 to \$45.00 per month; in the case of the head janitor at Engineering Hall, \$50.00 per



month is paid. A considerable amount of janitor work is done by students and is paid for at the rate of 15 cents an hour.

**Engineers and Firemen.**—The chief engineer, Mr. W. H. Tripp, has been with the institution since an early day, and although advanced in years, is still carrying the full responsibility of his position. He is paid by the month at the rate of \$83.00 per month. During a large part of the year when it is necessary to run the morning lights, he goes to work at half past five or six o'clock, and with the exception of periods off for meals, is in constant attendance until 10:30 in the evening. The assistant engineer receives \$60.00 per month for a ten hour day.

The college employs firemen both at the power house and at various small heating plants at the college. Altogether during the winter season seven such men are employed. They are paid usually by the month, their wages varying from \$45.00 to \$55.00 per month, depending upon the hours of service and the amount of labor involved at the various plants. During severe weather when it is necessary to keep firemen in attendance all night, student labor is employed. Such labor is paid for at the rate of 15 cents, and in a very few cases, at 17½ cents per hour.

**Plumbers.**—Owing to the large amount of repair work, it is necessary to keep two regular plumbers and one assistant in constant service. The head plumber is a man who is not only able to do good plumbing work, but is also able to take hold of and oversee the carrying out of almost any kind of repair work which we are called upon to do, such as handling all machinery and setting of boilers, repair of boiler furnaces, and the like. This man receives \$60.00 per month, and the assistant receives \$45.00. During certain seasons of the year, especially during vacation time when we have a great deal of this work to do, we are usually able to obtain student assistance. Our experience has been, that with careful oversight this class of assistance is exceedingly efficient. Such students are paid by the hour, the rate varying from 15 to 17½ cents, depending upon the skill and experience of the men.

**Electricians.**—The electrical work is done entirely by students of the advanced classes who are paid 25 cents per hour.

**Night Watch.**—Paid \$50.00 per month for the first year; \$45.00 for the second.

**Miscellaneous Work.**—Sawing wood at 50 cents per cord and splitting wood at 15 cents per hour.

#### PUBLIC GROUNDS.

Labor—	1903-4	1904-5
Stenographic and clerical labor at 20cts per hour\$	49.20	
Teamsters .....	1,112.30	835.11
Miscellaneous labor .....	723.82	682.08
	<hr/>	<hr/>
	\$1,885.32	\$1,517.19



## EXPLANATORY.

**Teamsters.**—One regular teamster at \$70.00 per month for man and team; extra teaming in busy season 35 cents per hour; hauling wreckage of old Main Building upon college roads, 25 to 40 cents per load according to distance.

**Miscellaneous Labor.**—A considerable amount of student labor is employed upon the grounds at 15 cents per hour; other labor is paid from 15 to 20 cents per hour; regular hands in haying, \$45.00 to \$50.00 per month. (President Storms, Sept. 11, 1905.)

**Concerning the Expense for Employees of the Departments of the College Appropriations and Expenditures.**—Our method of appropriations and expenditures is such, that to put the statement in the form which you suggest, would require going through all of the departments expense bills for the entire period, and the services of an expert for the purpose for several weeks at least. The business details of an institution like this, are numerous and complicated. It is very different from an ordinary school of Liberal Arts, or a professional school. Our bills number something like many thousands in the biennial period. We appropriate at the beginning of each year, a definite amount to each department of the college, and to each section of the experiment station. This appropriation is based upon a careful estimate of the needs of each department in certain specific lines, viz.: for office expenses and clerk hire, and equipment for the departments and incidental expenses. An appropriation is divided into twelve parts for the twelve months of the year, and the head of the department is limited in his expenditures to this monthly proportion; all bills being audited before payment.

We find in experience that the great need for equipment in itself serves as a most effective inducement to economy in the running expenses of a department. At the end of the fiscal year, the department accounts are examined, and the estimate made of needs for the coming year. This method does not leave upon our books a division of the funds in the way you indicate for employees and other expenses, except as the details should be culled out and re-arranged. I will undertake to do this if your committee requires it, but am giving in the present summary, a statement of the appropriation for expenses and equipment to the several departments for the period indicated in your letter of request. (President Storms, Sept. 12, 1905.)

**Stenographers and Clerks.**—The following is a list of the stenographers and clerks in the different offices and departments with the salary of each:

### Office Building—

Miss Wormley, president's private secretary .....	\$ 75.00	per mo.
J. M. Fuller, president's stenographer .....	55.00	"
Ira J. Welch, secretary's clerk and secretary for building committee .....	58.33	"
Miss Carpenter, stenographer and auditing clerk ..	60.00	"
Miss Rice, treasurer's bookkeeper .....	55.00	"



Miss Mereness, cashier in treasurer's office.....	55.00	"
Miss Stewart, stenographer, treasurer's office.....	55.00	"
Miss Goble, recording clerk, treasurer's office .....	50.00	"
Agricultural Hall—		
G. E. Stayner, secretary agromony dept.....	65.00	"
G. V. Welch, Prof. Curtiss' private secretary.....	70.00	"
Miss Loughran, Prof. Curtiss' stenographer.....	60.00	"
Miss Small, secretary, An. husbandry dept.....	60.00	"
Miss June Carpenter, stenographer Agron. dept....	50.00	"
Miss Murphy, horticulture dept. stenographer.....	55.00	"
Miss Leshar, horticulture dept. stenographer .....	55.00	"
Miss Besack, agronomy dept. stenographer .....	60.00	"
Engineering Hall—		
Miss Dunham, clerk and stenographer civil engin- eering department .....	55.00	"
Mrs. Douglass, stenographer electrical engineering and mining engineering .....	50.00	"
Miss Brandt, clerk and stenographer mechanical en- gineering department .....	55.00	"
Miss Dickerson, stenographer, botany department..	40.00	"
Total .....	\$1,138.33	"

(Transcript, 45-46.)

**Janitors and Other Workmen.**—The following is a list of janitors and other workmen employed by the college, with the salary of each:

I. B. Thomas, Margaret hall and office building.....	\$ 50.00	per mo.
James Stanley, Morrill hall .....	45.00	"
L. Williams, agricultural hall and chemical building	45.00	"
Fred Kelley, agricultural hall .....	45.00	"
H. W. Houghland, chemical building ( $\frac{1}{2}$ time).....	22.00	"
John Morgan, night watch on campus .....	55.00	"
Bertha Howland, Margaret hall .....	1.00	per day
Joseph Stanley, emergency hall .....	1.45	"
F. A. Fox, agricultural hall .....	1.45	"
I. E. Otto, engineering hall .....	50.00	per mo.
C. P. Hicks, engineering hall .....	1.45	per day
Joseph Stebbins, engineering hall .....	1.45	"
David Ives, engineering hall .....	1.45	"
Robt. Gray, veterinary hospital .....	40.00	per mo.
H. P. Ashby, stock judging pavilions ( $\frac{1}{2}$ time).....	20.00	"
Homer Hubbard, music hall .....	10.00	"

Engineers, firemen and plumbers—

H. W. Tripp, chief engineer .....	83.00	"
Wm. Muir, second engineer .....	60.00	"
Andrew Steil, fireman power station.....	50.00	"
J. L. Wilson, fireman and store room keeper .....	40.00	"
J. McDonald, fireman emergency hall and creamery	50.00	"
W. T. Stillwell, fireman Morrill hall .....	55.00	"
A. Gilchrist, fireman Margaret hall .....	55.00	"



A. L. Cameron, fireman power station.....	50.00	"
J. F. Snyder, fireman agricultural hall .....	50.00	"
W. M. Clark, plumber .....	60.00	"
J. L. Johnson, plumber .....	50.00	"
A. H. Huerth, plumber .....	45.00	"
Fred Stocker, carpenter .....	60.00	"
F. W. Lanphear, electrician .....	.25	per hr.
Farm workmen—		
John Buckler, station herdsman .....	65.00	per mo.
Chas. Marshall, assistant station herdsman.....	45.00	"
F. D. Lyons, teamster horticultural section .....	40.00	"
Wm. Burlton, sheep herdsman .....	67.00	"
Wm. Mohme, assistant sheep herdsman .....	38.00	"
Nelson Rowe, hog herdsman .....	50.00	"
Sam'l Nichols, shepherd and barn man .....	50.00	"
F. B. Baker, head teamster .....	40.00	"

(Transcript, 46.)

#### IOWA STATE NORMAL SCHOOL.

**Board of Trustees—Teachers for the Common School.**—The Normal School at Cedar Falls, for the special instruction and training of teachers in the common schools, shall be under the management and control of a board of trustees, of which the superintendent of public instruction shall be by virtue of his office, a member and president.

Code, section 2675.

**Same.**—The remaining members, six in number, are elected by the general assembly.

Code, section 2609.

**Compensation.**—Is the same as is allowed to the regents and trustees of the other educational institutions.

Code, section 2617-8.

**Powers of Board.**—The board has power—

1. To employ a sufficient number of suitable and competent teachers and other assistants;
2. To fix the compensation of such employes;
3. To make rules and regulations for the management of the school;
4. To charge a fee for contingent expenses not to exceed one dollar monthly, and a tuition fee of not more than six dollars a term, if necessary for the proper support of the institution.
5. To contract with school boards, for pupils to supply the training department, for a period not exceeding two years at a time, at a rate not to exceed fifty cents per week, for each pupil.
6. To provide for the admission of pupils from the several counties in the state on equal terms, requiring that each one received as a pupil shall furnish satisfactory evidence of good moral character and the honest intention of following the business of teaching school in the state.



Code, section 2675, 2678.

**Meetings.**—The board meets four times a year. In addition to the regular meetings, special meetings are sometimes had.

**Committees.**—To facilitate the business the trustees divide the work among their standing committees as follows:

1. The executive committee of three members having charge of buildings, grounds, and the general conduct of the school between the quarterly meetings of the trustees.

2. The finance committee of three members which quarterly investigates all bills paid by the officers, ascertains the reasonableness of these expenditures, makes full report to the trustees in session, recommending any change or improvement in either system or practice that seems desirable, affixing their signatures to the several bills that have been paid as examination is had and they are found satisfactory.

3. The building committee of three members, which carries out the plans and contracts for all the buildings as may be directed by the trustees. This committee is selected by ballot and is supervisory and executive in so far as it has no powers except such as are granted by the trustees from one quarterly meeting to the next. (President Seerly to the committee.)

**The Method of Auditing Bolls.**—In order to economize time, guarantee proper care and insure satisfactory supervision in the paying of all accounts an auditing committee consisting of the resident trustee, the president of the school and the secretary of the board of trustees is empowered to audit all bills against the school and authorize payment, provided they comply with contracts that have been made. Contracts for all large amounts are made by the trustees in session, contracts of small amounts are made as department supplies are made by the president on detailed requisitions made by the departments. The auditing committee is limited in its duties by these two kinds of contracts and can verify the correctness by examining the contracts and requisitions on file in the president's office. The method of auditing is as follows: 1. The bill must be presented to the president, all its details being shown by the claimant. 2. The bill must be vided by the receiving officer or by the member of the faculty who has special knowledge of the quality of material or supplies that have been received. Such person thus selected is required to sign his name approving the quality and quantity as conforming to the bill as presented for payment. This bill is then carefully investigated by the president's secretary, who compares it with the contracts on file in the president's office, ascertaining its correctness in every particular. After this is done, the president approves the bill by affixing his signature, when it is ready to be submitted to the resident trustee who is authorized to make personal investigation farther should he so desire. After his signature is attached the secretary draws a warrant on the treasurer paying the said account. At the next quarterly meeting of the trustees, the finance committee inspects the bill and if satisfied affix their signatures as final approval. All this routine is required to insure as many checks to the



auditing as is deemed essential and prudent and thus insure the best business management. (President Seerley to the committee.)

**The Purchase of Materials, Supplies and the Making of Contracts.**—As has been already suggested, great care is used in the securing of material of all kinds and of supplies for the school. All contracts involving large amounts are decided by the board in session, bids being received from all sources possible. The decision of the board is determined by the price, the quality, the suitability and the serviceableness of the articles in competition. After the vote of the trustees, duplicate contracts are prepared, one copy being given to the contractor and one copy being filed in the office of the president.

Purchases requiring small expenditure which are needed by the different departments of the school in the conduct of the work are purchased by the president when he is satisfied that such things are necessary, a detailed requisition being made out by the department making the application giving quantity, quality, price and definite description of the supplies needed. All these supplies are bought in the market of the cheapest and most reliable houses, granting competition where that is possible in every case. (President Seerley to the committee.)

**Methods Employed in Constructing Buildings.**—The trustees undertake to build of the best material and to secure the best workmanship, and as a consequence they contract for all material used in the construction of buildings and see to it that the quality, quantity and character of the material in every case exactly complies with the contracts made. These contracts are made after receiving bids from all sources possible. Advantage is also taken of the price in the market by purchasing material or supplies at the time of the year in which such material can be bought at the lowest price. Then the erection of the buildings is undertaken earlier in the spring of the year than labor is demanded elsewhere because the building season has not yet opened, thus permitting labor to be obtained at a comparatively lower price. To insure the lowest possible expense account in the payment for the work of erection, bids are received from contractors who are willing to erect the buildings according to plans and specifications using the material already purchased. When the contractors do not offer to do the work at as reasonable a price as the trustees are able themselves to do the same through their superintendent of buildings and grounds, then the trustees proceed to secure workmen, pay them by the day and erect the buildings themselves. Experience has proven that the state has thus secured good buildings at the lowest possible price and generally at much lower comparative expense than other public buildings in Iowa are being erected under other systems. Examples establishing this fact can easily be given, but it is hardly appropriate in this report to make such comparisons for obvious reasons. (President Seerley to the Committee.)

**The Normal School's Method of Building.**—Before constructing a building for any special purpose it is the custom to send the president



to investigate what has already been done in this single direction in the other parts of the country. After visitation of localities where such buildings have been recently constructed, and conferring with experts who know the needs in these particulars, a definite report is prepared submitting to the trustees all the information and presenting therewith the necessary things to be accomplished in order to have a model building. These ideas are finally incorporated into floor plans and sketches by the superintendent of buildings and grounds, Mr. James E. Robinson, who after due time submits such a report with sketches, estimates and definite conditions as he has been able to develop from his practical experience. These facts, sketches and conditions are then submitted to a professional architect who completes the drawings, adds to the plans in any particulars deemed necessary or desirable, and after a regular presentation of his report at a special meeting of the board of trustees and a complete investigation is made, modifications and improvements are suggested, amendments are accepted or rejected in due form and finally the plans are adopted as completed and the construction of the building ordered. Then follows advertising for bids, letting the contract if bids are for what is known to be reasonable. If no reasonable price is obtainable the superintendent of buildings, under the direction of the trustees employs labor and conducts the work.

The Normal School has been specially fortunate in its superintendent of buildings and grounds. He is a good architect, he is a superior mechanic, he has had much experience as a contractor, he is competent to discover errors and correct them, he is ingenious in devising the necessary construction in any special problem, having due regard to the appearance and also to the function, and besides all these qualifications he is honest, reliable and painstaking in reference to everything in his care. To this selection of a capable man is due much of the success that has attended the work that has been already accomplished in planning and constructing the entire plant. (President Seerley to the committee.)

**The Cost of Construction With and Without Contracts.**—Propositions have uniformly been made to receive bids for material, thus giving competition and securing the lowest market rate. This system has been followed to insure the obtaining of the best material in every case. Propositions from contractors have also been received for the erection of the buildings as planned, using the material already purchased. When these propositions were much above the estimates made by the superintendent, they were rejected and the building committee directed the superintendent to employ workmen and proceed with the construction according to plans and specifications. The results obtained have been extremely satisfactory as is able to be shown from a few examples—

1. **The Smoke Stack.**—For the construction of the same.

(a) Best original proposition to erect.....\$1900.00

This was rejected by the committee.



- (b) Revised proposition on second receiving of bids for the erection (rejected) .....1,600.00
- (c) Cost to the school for the work on the stack as completed by the superintendent ..... 975.00

2. **Stone Work On Gymnasium.**—The best proposition received was \$720.00 more than the work cost.

3. **Brick Work On Gymnasium.**—This cost for labor and material \$2,600.00 less than the best proposal received.

There has developed this fact, that the profit in contracting public buildings comes from two sources:

1. The furnishing as cheap material as the specifications will permit. The writing of general specifications that will allow competition as regards material and yet insure quality is almost an impossible task. Hence, the board has purchased the material to be used from the market as a good policy.

2. The doing as low a grade of work with as low a grade of workmen as can pass the superintendent's approval, thereby getting as large a percentage of profit as possible on each laborer. Since the board must have a superintendent at any rate the procuring of the best workmen and directing the work has not added to the expense.

3. As an illustration of these facts, I give the following: The lowest bid on construction of smoke stack, above foundation, the contractor to furnish all material and labor was \$4,600.00. The board bought the material from the trade, employed the labor and paid, including the foundation, a total of \$3,800.00, making a saving of about \$1,200.00 on the entire job. The material used, the workmen employed and the construction secured were all of the best kind and quality. (Superintendent Robinson to the committee.)

**Superintendent of Buildings and Grounds.**—The following duties have been performed by the superintendent of buildings and grounds since the connection of the present superintendent with the office:

1. The preparation of all preliminary floor plans of every kind used for buildings, and of all plans for furnishings and special work necessary to be done before adoption of general plans by the trustees.

2. Correcting, changing and perfecting completed plans as furnished the board by the architect employed, since it is often necessary to modify particular things when the construction is in progress, no architect, however competent, being able to furnish plans and specifications which do not need such attention, if the building is to be as perfect as intended.

3. Superintending the construction of buildings from the laying of the foundation to the last finishing touches, since the architect is not employed nor paid a salary to superintend such work, he being paid a percentage for plans and specifications alone. This requires the selection of material, the passing of the same on delivery as to quality and quantity, and the ordering of the same as needed, endeavoring to time matters so as to cost the school as little as possible to receive material and unload it where it will be used. There is much expense saved by close attention to these matters as a second



handling is avoided. In most of the work no second handling has thus been necessary and expenses have been at a minimum.

4. Submitting to the board complete invoices of material to be purchased specifying quantity, quality, character, kind and other information necessary to permit bidders to comprehend fully what is needed. Such invoices are made to fit conditions and for the purpose of adapting the cheapest material where it is just as serviceable and useful as would be expensive material. For example, a heating tunnel is to be constructed. At this locality the walls of such tunnel can be built more cheaply and yet as satisfactorily with rubble lime rock as with better stone or even brick. In such a case the cheaper material is specified, thus saving as much as the difference between \$2.56 per foot for rock constructed by the day labor system and \$7.00 per foot for merchantable brick under contract system.

4. Contracting with all labor and keeping the time of all laborers so as to enable the pay roll to be accurately determined at each pay day. Determining the value of the work of each laborer on acquaintance with his service, paying him in proportion to what he can do, and discharging him for any cause that shows that his services are not suitable or economical. Insisting, therefore, upon a reasonable amount of work for the wages given and at the same time endeavoring to have satisfaction and harmony among the workmen thus employed, for without the right kind of feeling and co-operation any workman can slight his tasks and make his service expensive. It is proper to say that no disagreements of any kind have occurred under this system of management, as employment was with the individual workman and the pay was graded according to the individual service, the longer the hours required the longer the pay given.

6. The workmen are paid bi-weekly through the assistant secretary whose office is with the president. The pay roll is made up from the time book and each workman signs the pay roll as he receives his pay. All this clerical work is done by the assistant secretary basing the settlements upon the time reports taken daily by the superintendent.

7. In addition to the varieties of work that belong to the construction of buildings, the superintendent receives and checks up all supplies furnished all departments, employs all the permanent help such as engineers, firemen, janitors, yard men, etc., determines their special duties, gives attention to the services rendered by each individually, and pays such salary monthly to such employees through the assistant secretary as the executive committee of the board directs.

8. The superintendent performs these services under the direction of the board of trustees and their respective committees. In order to carry out these duties he regularly consults the president and secures his approval, and endorsement of all matters to be done, whether absolutely necessary or not in order to be prudent in the transaction undertaken and secure as far as possible the fullest information obtainable. Until there is a mutual agreement between



the superintendent and the president as to transactions being considered no action is taken. This course of procedure has prevented friction, loss of confidence between officials and has given unanimity of counsel in all matters important and essential. It has also enabled the best judgment of all combined to be employed in directing the work. It is to be said that thus far there has not been any lack of harmony regarding all these matters and that co-operation has cheerfully been given the superintendent in the way that are essential to the best results. (Superintendent Robinson to the committee.)

**The Responsibility of the Management—President vs. Board of Trustees.**—In endeavoring to study the problem of responsible management of a state educational institution, it is easy to over estimate the province of the members of the board of trustees. They have a part in the management and an important part at that, but their function is limited by law and by custom, to legislative and supervisory duties, and hence they can hardly become executive or administrative since these powers properly belong to the president and the faculty, because they are definitely selected to do the actual work required of the institution. The business of the trustees is therefore preliminary to the organization and the conduct of the school, and their function is afterward naturally limited to that of supervisors in what they can accomplish. The success of an educational institution so far as results are concerned, must be the special part of the business committed to the faculty, and if the institution is not well conducted or highly commended, it is their fault rather than that of the trustees, unless the latter body of officials refuses and neglects to see to it that capability and competency exists in the inner organization—the teaching and administrative body. (President Seerley to the committee.)

**Teachers.—Time Employed.**—Each teacher in our faculty is required to have twenty-five recitation periods per week, each period being forty-five minutes, and in addition are to have a business hour covering from two to three sixty minute hours per week, in which individual instruction and office work is given. The faculty, of course, do a great deal of other work such as committee work and department work of various kinds that is not found among these hours, but they are indefinite and irregular and are not found in any of these transactions. (President Seerley to the Committee.)

**Compensation to Architects.**—The following is a statement of the expenses that our board has had since we began building as to architects. A competitive proposition was opened in 1900 to get plans and specifications for the auditorium building, at which the persons who were second and third in choice received \$100 and \$75 respectively, the architect selected receiving the fees agreed to in the contract. There was paid for this kind of work the following amounts:

Oct. 17, 1900, Proudfoot and Bird, auditorium building.....	\$1,000.00
Oct. 17, 1900, H. Liebbe, second prize, auditorium .....	100.00
Oct. 19, 1900, W. A. Robinson, third prize, auditorium.....	75.00
April 17, 1901, Proudfoot and Bird, auditorium building....	117.86



April 19, 1902, Proudfoot and Bird, auditorium .....	550.36
June 3, 1903, Proudfoot and Bird, gymnasium building....	500.00
Nov. 6, 1903, Proudfoot and Bird, gymnasium .....	700.00
Nov. 6, 1905, Proudfoot and Bird, science building.....	1,000.00
Note—We still owe on gymnasium building about.....	900.00

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\$4,943.22

(President Seerley to the Committee, 11-25-'05.)

**Tuition and Other Fees.**—Enrollment fees of \$5.00 per term are paid into the treasury by all students. \* \* \* Other fees are charged as follows: The first year of chemistry is free as laboratory expenditures are very small. After that time they pay \$1.00 per term. In manual training the students pay the exact cost of all wood and other material that they use, the settlement being made at the end of the term.

In domestic science there is no fee for the first year. For the second year the expense is covered by the cost. The students furnish all their own material and if we do any assisting in this respect such things are sold to them at wholesale prices.

The music students pay the fees for private lessons to the teachers who thus supplement the small salaries that are paid them for part of a day's work. Pianos are rented to the students on fees of \$2.00 per term, one hour of practice being permitted.

In the gymnasium no fees are at present charged except for swimming lessons and that is limited to the expense of the water and its heating, being about ten cents per lesson.

Diploma fees of \$2.00 for degree course and \$1.00 for certificate courses are collected and paid into the commencement contingent fund, defraying the expenses of that occasion. (President Seerley to the Committee, Nov. 25, 1905.)

**Expansion in the Last Six Years.**—Previous to the last six years the Normal School had more attendance than it had either teachers or room. Hence, there was no chance given to properly organize and direct the work up to that time. Since then physical training, manual training, domestic science, literary society work, kindergarten training, and musical training have been added to the course of instruction. Since we limit all these lines to those intending to be prepared for teaching, as the laws require, we have had more comparative expense in the beginning of these departments than enrollment. Were we not required to enforce the restriction and were permitted to enroll students without regard to becoming teachers, the number in attendance would be greatly increased. I have assumed that the state expected us to faithfully keep the Normal School for teachers and thus exclude other general students. \* \* \* Time will bring the enrollment increase also in the new departments, as they are essential to a creditable teachers' school. (President Seerley to the Committee, Nov. 18, 1905.)







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IOWA STATE NORMAL SCHOOL.

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Teachers Employed and Compensation Paid Each  
During Years 1896 to 1905, Inclusive, for  
the Regular School Year.

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FALL, WINTER AND SPRING TERMS.

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	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905
H. H. Seerley, President.....	\$ 2,300.00	\$ 2,500.00	\$ 2,500.00	\$ 2,700.00	\$ 3,000.00	\$ 3,500.00	\$ 3,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Albert Loughridge.....	1,600.00	1,600.00	1,600.00	.....	.....	.....	.....	.....	.....	.....
Emma M. Ridley.....	.....	1,100.00	1,100.00	1,100.00	.....	.....	.....	.....	.....	.....
Margaret Baker.....	900.00	900.00	.....	.....	.....	.....	.....	.....	.....	.....
Marion McFarland.....	900.00	900.00	.....	.....	.....	.....	.....	.....	.....	.....
Nellie B. Wallbank.....	800.00	800.00	800.00	.....	.....	.....	.....	.....	.....	.....
W. A. Dinwiddie.....	500.00	500.00	500.00	500.00	800.00	600.00	.....	.....	.....	.....
Robert Fullerton.....	550.00	650.00	.....	.....	.....	.....	.....	.....	.....	.....
Ida L. Schell.....	1,000.00	.....	.....	.....	.....	.....	.....	.....	.....	.....
M. W. Bartlett, English.....	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,200.00	1,200.00	1,200.00	1,200.00	.....
Mary E. Simmons, English.....	.....	400.00	900.00	1,000.00	.....	1,200.00	1,200.00	1,800.00	1,300.00	1,300.00
Eva L. Gregg, English.....	600.00	750.00	750.00	800.00	900.00	900.00	900.00	1,000.00	1,000.00	1,000.00
Jennette Carpenter, English.....	.....	.....	.....	.....	800.00	900.00	900.00	900.00	1,100.00	1,200.00
Carrie B. Parker, English.....	.....	.....	.....	.....	700.00	750.00	765.00	850.00	94.44	1,000.00
Mamie F. Hearst, English.....	.....	.....	.....	.....	700.00	750.00	750.00	850.00	850.00	950.00
W. W. Gist, English.....	.....	.....	.....	.....	.....	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
Margaret Oliver, English and Mathematics.....	.....	.....	.....	.....	.....	.....	.....	.....	600.00	1,000.00
Lillian Chantry, English and History.....	.....	.....	.....	.....	.....	.....	.....	.....	700.00	680.00
D. S. Wright, Mathematics.....	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
A. W. Rich, Mathematics.....	1,100.00	1,800.00	1,300.00	1,500.00	1,500.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
Ira S. Condit, Mathematics.....	.....	.....	.....	1,200.00	1,200.00	1,400.00	1,400.00	1,600.00	1,600.00	1,800.00
Laura Seals, Mathematics.....	.....	.....	.....	360.00	700.00	750.00	750.00	850.00	850.00	1,000.00
Emma Lambert, Mathematics.....	.....	.....	.....	.....	.....	.....	600.00	700.00	.....	850.00
Sarah Quigley.....	.....	.....	.....	.....	.....	.....	.....	700.00	.....	.....
M. F. Arey, Natural Science.....	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
George W. Newton, Natural Science.....	.....	800.00	900.00	1,200.00	1,200.00	1,400.00	1,400.00	1,600.00	1,600.00	1,800.00
A. C. Page, Chemistry.....	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
C. A. Frederick, Physics.....	650.00	750.00	.....	950.00	.....	.....	.....	.....	.....	.....
S. F. Hersey, Physics.....	.....	.....	.....	.....	1,000.00	1,100.00	1,100.00	1,300.00	1,300.00	1,500.00
Louis Begeman, Physics.....	.....	.....	.....	.....	1,400.00	1,400.00	1,400.00	1,800.00	1,800.00	1,800.00
G. W. Samson, Psychology.....	1,500.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
C. P. Colgrove, Psychology.....	.....	1,200.00	1,400.00	1,600.00	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
L. W. Parrish, Political Science.....	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
Karl F. Geiser, Political Science.....	.....	.....	.....	.....	.....	1,000.00	1,400.00	1,600.00	1,600.00	1,800.00
Anna E. McGovern, Methods.....	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Edith C. Buck, Methods.....	.....	700.00	800.00	900.00	900.00	1,000.00	1,000.00	1,100.00	1,100.00	1,200.00
G. W. Walters, Didactics.....	1,000.00	1,300.00	1,300.00	1,500.00	1,500.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
Etta Suplee, Training School.....	900.00	1,000.00	1,000.00	1,000.00	1,000.00	1,100.00	1,100.00	1,200.00	1,200.00	1,200.00
W. H. Bender, Training School.....	.....	720.00	1,300.00	1,300.00	1,500.00	1,600.00	1,600.00	1,800.00	1,800.00	1,800.00
Elizabeth Hughes, Training School.....	.....	.....	.....	650.00	700.00	750.00	.....	850.00	850.00	1,000.00
Charles Henry, Training School.....	.....	.....	.....	.....	.....	390.00	.....	.....	.....	.....
Ida Fesenbeck, Training School.....	.....	.....	.....	.....	.....	.....	700.00	800.00	800.00	1,000.00
Mary Ethel Walker, Training School.....	.....	.....	.....	.....	.....	.....	630.00	.....	.....	.....
Louise Moyer, Training School.....	.....	.....	.....	.....	.....	.....	180.00	360.00	.....	.....
Laura Bowman, Training School.....	.....	.....	.....	.....	.....	.....	122.00	.....	.....	700.00







	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Maud Humphrey, Geography .....	.....	.....	.....	.....	\$ 700.00	\$ 750.00	\$ 304.05	.....	.....	.....
Bertha L. Marsh Geography .....	.....	.....	.....	.....	.....	.....	356.75	\$ 700.00	\$ 288.88	.....
J. A. Olmstead, Military Science. ....	.....	.....	.....	.....	.....	.....	600.00	600.00	600.00	.....
C. S. Hammock, Manual Training .....	.....	.....	.....	.....	.....	.....	.....	.....	.....	\$ 1,400.00
Harriette E. Gunn, Kindergarten .....	.....	.....	.....	.....	.....	.....	.....	.....	.....	1,000.00
Mrs. Alma E. McMahon, Domestic Science. ....	.....	.....	.....	.....	.....	.....	.....	.....	.....	1,000.00
Mary Williamson, Kindergarten .....	.....	.....	.....	.....	.....	.....	.....	.....	.....	188.88
Josephine Forest, Kindergarten. ....	.....	.....	.....	.....	.....	.....	.....	.....	.....	60.00
Forrest Wheeler, Physical Science .....	.....	.....	.....	.....	.....	.....	.....	.....	.....	20.00
Total Salaries .....	\$ 27,800.00	\$ 34,100.00	\$ 37,950.00	\$ 41,410.00	\$ 45,800.00	\$ 52,040.00	\$ 57,267.80	\$ 67,540.00	\$ 67,517.77	\$ 78,588.88



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IOWA STATE NORMAL SCHOOL.

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Annual Salaries Paid Employees Other Than Teachers  
for Years 1896 to 1905, Inclusive.

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	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
A. Martz, Superintendent.....	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 550.00	.....	.....	.....	.....
James E. Robinson, Superintendent.....						148.00	\$ 1,200.00	\$ 1,200.00	\$ 1,450.00	\$ 1,500.00
H. A. Fabrick, Janitor.....	513.00	510.67	360.00	.....	.....	.....	.....	.....	.....	.....
A. W. Fenner, Janitor.....	422.81	414.37	480.00	480.00	78.10	.....	.....	.....	.....	.....
J. H. Gonell, Janitor.....		400.00	77.84	.....	.....	.....	.....	.....	.....	.....
Charles G. Wiler, Janitor.....			410.50	483.00	529.50	574.50	600.00	580.78	588.72	600.00
Eugene Brown, Janitor.....			120.00	480.00	480.00	395.00	.....	.....	.....	.....
Thos. Burkhalter, Janitor.....					394.67	80.00	.....	.....	.....	.....
John Phelps, Janitor.....					137.00	470.00	525.00	540.00	229.80	.....
J. M. Messenger, Janitor.....						110.66	189.33	.....	.....	.....
Roy Hemsworth, Janitor.....						24.75	66.75	.....	.....	.....
S. A. Phelps, Janitor.....						10.00	.....	.....	.....	.....
John Holden, Janitor.....						85.00	.....	.....	.....	.....
James Justice, Janitor.....							410.67	530.00	590.00	600.00
T. N. Justice, Janitor.....							280.00	530.00	590.00	600.00
J. G. Long, Janitor.....							264.70	531.75	590.00	600.00
Fletcher Wiler, Janitor.....							200.00	480.00	343.54	.....
W. P. Orvis, Janitor.....							196.66	.....	.....	.....
W. B. Hoats, Janitor.....							.....	.....	315.00	570.00
M. T. Coleman, Janitor.....							.....	.....	180.00	580.00
W. H. Eason, Janitor.....							.....	.....	.....	135.00
Elmer Maxson, Janitor.....							.....	.....	.....	199.95
Hans Hansen, Janitor.....							.....	.....	.....	270.00
Jess Smith, Fireman.....	345.22	.....	.....	.....	.....	.....	.....	.....	.....	.....
Wm. Warnock, Fireman.....	325.82	530.00	540.00	540.00	24.00	.....	.....	.....	.....	.....
G. E. Palmer, Fireman.....				90.00	114.50	375.20	.....	.....	.....	.....
Granville Bozarth, Fireman.....					485.50	.....	.....	.....	.....	.....
J. C. Burnett, Fireman.....						90.00	563.86	295.00	.....	.....
Wm. G. McAllister, Fireman.....							272.00	534.78	590.00	450.00
R. Cleveland, Fireman.....							59.30	7.74	.....	.....
A. M. Cleveland, Fireman.....							209.55	480.00	530.00	540.00
R. Harmon, Fireman.....							28.55	.....	.....	.....
W. C. Olson, Fireman.....							.....	13.05	.....	.....
Wm. Wallace, Fireman.....							.....	22.18	510.00	540.00
S. Lindsley, Fireman.....							.....	12.90	.....	.....
H. G. Klinefelter, Fireman.....							.....	.....	.....	350.00
Catherine Schell, Secretary.....	750.00	900.00	450.00	.....	.....	.....	.....	.....	.....	.....
Lillian G. Goodwin, Secretary.....			450.00	900.00	825.00	112.00	337.50	872.25	900.00	1,080.00
Anna R. Wild, Secretary.....				540.00	612.50	710.00	812.50	766.50	900.00	1,080.00
R. M. Arey, Clerk.....	18.12	.....	.....	.....	4.55	50.00	128.00	87.50	.....	.....
Nellie McAlvin, Clerk.....				.....	26.00	50.00	.....	.....	.....	.....
Leslie Sturm, Clerk.....				.....	.....	149.10	.....	.....	.....	.....
Jessie McGee, Clerk.....				.....	.....	.....	33.00	55.00	.....	.....
Charles Gist, Clerk.....				.....	.....	.....	40.00	.....	.....	.....
Amy Arey, Clerk.....				.....	.....	.....	.....	30.00	.....	.....
Miss Wilson, Clerk.....				.....	.....	.....	.....	10.00	.....	.....



Clem. C. Seerley, Clerk										\$ 81.00	\$ 116.00
May Wright, Clerk										63.00	
Kate Moore, Clerk											21.00
George Wallace, Clerk											56.00
Delfa Davis, Clerk											258.00
Anna M. Baker, Librarian	\$ 500.00	\$ 500.00	\$ 578.80	\$ 587.50	\$ 500.00	\$ 687.50	\$ 600.00	\$ 700.00	815.00	885.00	
Bethel A. Arey, Assistant Librarian	191.00	305.63	386.25	401.25	470.50	540.00	500.00	609.25	690.00	705.00	
Lizzie P. Swan, Librarian			156.00								
Clara A. Drenning, Librarian				163.00		550.00	573.12	690.75	762.46	820.67	
Jessie Mantel, Library Clerk										140.00	
Mary Stewart, Library Clerk										10.00	
Anna R. Wild, Stenographer		280.25	532.50								
Jennie Landis, Stenographer					100.00	438.50	655.00	252.00			
Berdine Severin, Stenographer					18.35						
Nettie Heskett, Stenographer					105.00						
Millicent Warriner, Stenographer						376.45	487.92	500.00	588.50	647.75	
Catharine Blachart, Stenographer								280.00	207.50		
Mary Zillen, Stenographer									240.00	535.00	
Geo. T. Lewis, Electrician						525.00					
J. C. Cook, Electrician								749.97			
C. J. Bergen, Night Watchman						97.50					
W. P. Orvis, Night Watchman						192.00					
Jas. Shields, Night Watchman							500.00	600.00	650.00	660.00	
Don Campbell, Night Watchman									24.50	10.50	
Ray Cleveland, Night Watchman										17.50	
J. O. Cook, Engineer									999.96	1,000.00	
G. E. Palmer, Engineer							591.67	542.45	660.00	780.00	
P. S. Robinson, Carpenter										75.00	
Mrs. T. N. Justice, Matron										131.00	
Peter Christianson, Carpenter							240.00	600.00	650.00	665.00	
Total of such Salaries	\$ 8,665.47	\$ 4,390.92	\$ 5,141.89	\$ 5,264.75	\$ 5,500.17	\$ 7,391.66	\$ 10,565.08	\$ 13,293.85	\$ 14,638.98	\$ 17,158.87	

## RECAPITULATION.

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Total of Salaries, Teachers	\$ 27,300.00	\$ 34,100.00	\$ 37,950.00	\$ 41,410.00	\$ 45,800.00	\$ 52,040.00	\$ 57,257.80	\$ 67,540.00	\$ 67,517.77	\$ 78,588.83
Total of Salaries, Other Employees	8,665.47	4,390.92	5,141.89	5,264.75	5,500.17	7,391.66	10,565.08	13,293.85	14,638.98	17,158.87
Total Salaries Paid Employees	30,965.47	38,490.92	43,091.89	46,674.75	51,300.17	59,431.66	67,822.88	80,833.85	82,206.75	95,746.70
Total Enrollment	1,079	1,195	1,430	1,509	1,551	1,504	1,469	1,489	1,314	1,349
Average Attendance	796	850	1,001	1,066	1,076	1,044	991	1,031	944	953
Teachers Salaries per Student	\$34.29	\$40.11	\$37.91	\$38.84	\$42.56	\$49.84	\$57.67	\$65.50	\$71.52	\$82.45
Total Salaries per Student	38.90	45.26	43.04	43.78	47.67	56.92	68.43	78.40	87.05	100.47



# Summer Term Salaries.

	1904.	1905.
David S. Wright, mathematics .....	\$ 350.00	\$ 350.00
Anna E. McGovern, methods .....	270.00	270.00
Sara M. Riggs, history .....	.....	240.00
Julia E. Curtiss, music .....	50.00	50.00
Abbott C. Page, chemistry .....	350.00	.....
Melvin F. Arey, natural science .....	350.00	350.00
Leonard W. Parish, political science .....	350.00	350.00
Mary E. Simmons, English .....	280.00	280.00
George W. Samson, psychology .....	350.00	350.00
Arthur W. Rich, mathematics.....	350.00	350.00
Etta Suplee, training school .....	188.00	300.00
G. W. Walters, didactics.....	350.00	350.00
Henrietta Thornton, drawing .....	240.00	240.00
Myra E. Call, Latin .....	.....	240.00
Bertha L. Patt, drawing .....	200.00	200.00
Eva L. Gregg, English .....	.....	200.00
C. P. Colgrove, psychology .....	350.00	350.00
F. A. FitzGerald, instrumental music .....	.....	200.00
Wilbur H. Bonder, training school.....	350.00	350.00
Laura Falkler, elocution .....	.....	200.00
George W. Newton, natural science .....	350.00	350.00
C. A. Fullerton, vocal music .....	350.00	350.00
Enola Pearl Pierce, elecution .....	240.00	.....
Sara F. Rice, history .....	240.00	240.00
Harry C. Cummins, penmanship .....	220.00	240.00
F. C. Eastman, Latin .....	350.00	350.00
Ira S. Condit, mathematics .....	350.00	350.00
Jennie G. Hutchison, Latin.....	170.00	.....
Elizabeth Hughes, physiography .....	170.00	.....
Laura Seals, mathematics .....	170.00	.....
Louis Begeman, physics .....	350.00	350.00
S. F. Hersey, physics .....	250.00	290.00
W. W. Gist, English .....	350.00	350.00
Karl F. Geiser, political science.....	350.00	350.00
J. B. Knoepfler, German .....	350.00	350.00
Ida Fesenbeck, indust. work and mathematics	170.00	200.00
Bertha L. Marsh, physiography.....	170.00	.....
George B. Affleck, physical training .....	250.00	310.00
Dennis M. Kelly, mathematics.....	300.00	.....
Guy Stanton Ford, history .....	280.00	.....
Clara A. Tilton, physical training .....	200.00	.....
Matilda Harrington, Latin .....	180.00	.....
Louise M. Rowe, drawing .....	180.00	.....
Nellie B. Wallbank, English .....	160.00	.....
Sarah Quigley, mathematics .....	140.00	.....
Alice C. Inskeep, vocal music .....	125.00	.....
Blanche Renne, vocal music .....	90.00	.....



Ethel Lovitt, vocal music .....	90.00	.....
Clinton O. Bates, physical science .....	250.00	250.00
Flora Wilber, primary methods .....	200.00	200.00
B. W. Merrill, instrumental music .....	160.00	160.00
Mrs. Emma Dahlin Ingalls, drawing .....	160.00	160.00
Ralph Rigby, vocal music .....	150.00	160.00
Robert Fullerton, vocal music .....	150.00	160.00
Emma Paffendorf, physical training .....	.....	200.00
Grace W. Knudsen, physiography.....	.....	240.00
Alison Aitchison, physiography.....	.....	140.00
Frank D. Eaman, oratory .....	.....	240.00
C. S. Hammock, manual training .....	.....	280.00
Mrs. Elma E. McMahon, domestic science ....	.....	200.00
Harrietta E. Gunn, kindergarten.....	.....	200.00
Nannie Love, vocal music.....	.....	100.00
Emma Lambert, mathematics .....	.....	170.00
C. L. Hawk, manual training .....	.....	35.00
Grace Owens, manual training .....	.....	35.00
Alda Flansburg, manual training .....	.....	35.00
Ellen Hull, training school .....	.....	35.00
Elizabeth J. Conner, physical training .....	.....	50.00
Forrest Z. Wheeler, physical science .....	.....	60.00
Mary Williamson, kindergarten .....	.....	30.00
	<hr/>	<hr/>
	\$12,243.00	\$12,440.00

#### Iowa State Normal School.

Total enrollment of students, years 1895 to 1905, inclusive, not including summer term students.

Year.	Normal Dept.	Preparatory Dept.	Total.
1895 .....	888	70	958
1896 .....	986	93	1,079
1897 .....	1,091	104	1,195
1898 .....	1,299	131	1,430
1899 .....	1,356	153	1,509
1900 .....	1,400	151	1,551
1901 .....	1,368	136	1,504
1902 .....	1,262	207	1,469
1903 .....	1,337	152	1,489
1904 .....	1,192	122	1,314
1905 .....	1,225	124	1,349

Average attendance by the terms in the years as stated.

1895 .....	630	57	687
1896 .....	726	70	796
1897 .....	778	72	850
1898 .....	916	85	1,001
1899 .....	965	101	1,066
1900 .....	975	101	1,076
1901 .....	958	86	1,044



1902 .....	909	82	991
1903 .....	930	101	1,031
1904 .....	868	76	944
1905 .....	872	81	953

Year.	Attendance at Summer Term—Normal Dept.
1897 .....	180
1898 .....	339
1899 .....	471
1900 .....	795
1901 .....	925
1902 .....	941
1903 .....	1,159
1904 .....	1,009
1905 .....	1,203

Note.—We include preparatory department in our yearly enrollment, as these students are men and women, over sixteen years of age, lack the scholarship necessary for the normal classes, but who pay regular tuition, and are non-residents of Cedar Falls.

#### UNIVERSITY OF MINNESOTA.

**Organization.**—The statute law of Minnesota provides for the establishment of five or more colleges in the University of Minnesota.

**Government.**—Its government is vested in a board of thirteen regents. Nine of the members are appointed by the governor by and with the advice and consent of the senate. Provision is made for four ex-officio members. Power is given to the board of regents to elect officers, professors and instructors and to fix salaries and among other things to regulate the course of instruction and prescribe the books and authorities to be used.

**Board of Control.**—The board of control shall have and exercise full authority in all financial matters of the State, University, the state normal schools, the state public school, the schools for the deaf and blind. The said board of control shall disburse all public moneys of the several institutions named, and shall have the same authority in the expenditure of the public moneys appropriated therefor, as in the other institutions named in this bill, except as hereinafter otherwise provided, and such board shall appoint a purchasing and disbursing officer or officers for such institutions. Said board of control shall also have supervision of the construction of all buildings and betterments erected at the cost of the state, but shall cooperate with the local boards of the different institutions in the preparations of the plans and specifications therefor. Such board of control, however, shall not have control over or authority to disburse any private donations or bequests made by gifts or devise, by any private individual, to any educational institution of this state, but said private gifts or donations or bequests shall, unless otherwise directed by the terms of such gifts or bequest, be applied by such various board of the said educational



institutions, to the use proposed by the terms of the gift. But the various boards now in charge of the several educational institutions shall have and retain the exclusive control of the general educational policy of said institutions, of the course of study, the number of teachers necessary to be employed, and the salaries to be paid, and such various boards shall have the exclusive right to employ or dismiss the teachers and others engaged in carrying on the functions of said institutions and shall also have the exclusive control of the grounds, buildings and other private property of their several institutions, except as herein specifically reserved to said board of control. All contracts with employees of said educational institutions and a concise statement of all supplies needed shall be reported by the board in charge of said several institutions to the said board of control, and provision shall be made by said board of control, by suitable rules, for the payment of salaries of such employees, and any expenses incurred by the members of said local board and for the purpose of all necessary supplies by such purchasing agent to be appointed as herein provided, as in the case of the other public institutions of this state.

Laws of 1901 (Minnesota), ch., 122, section 18.

**Present Powers of Board of Control.**—At the last session of the legislature, the provision of the law, last quoted, was in a large part repealed. The board of control is now charged only with the duty of purchasing fuel, placing insurance and superintending the erection of new buildings.

**History of Board of Control Legislation.**—President Cyrus Northrop of the University of Minnesota:

The governor of Minnesota desiring to ascertain the practice of states that had boards of control appointed a commission of three persons to visit such states and to report as to their practice and as to the desirableness of establishing a board of control in Minnesota. The committee attended to its duties and made a report in favor of establishing a board of control to take charge of the charitable institutions of the state. The bill was introduced into the legislature accordingly, providing for such board of control. This bill encountered strong opposition especially from the towns where the charitable institutions were located. A member of the senate living in one of these towns moved an amendment to the bill, providing that the board of control should have authority over the educational institutions including the university and normal schools, his object in moving this amendment being to kill the bill it being supposed that if the amendment were adopted the friends of the educational institutions would vote against the bill, as amended. This amendment was not introduced because any fault was found with the management of the university by the regents, or with the management of the normal schools by the school board, but simply and solely to defeat the whole bill for establishing the board of control. However, the amendment was adopted and on the face of it educational as well as charitable institutions were placed under the board of control. The constitution of Minnesota required that every bill shall state in its title the purpose



of the bill. The bill to establish the board of control had been limited to charitable institutions and after the educational institutions were included in the bill the title was not amended. The question arose whether the provision including the educational institutions was constitutional and that matter having been brought to the supreme court decided by a vote of three to two that the educational institutions were sufficiently charitable institutions to be included under the title as that so far as the normal schools which had brought the suit were concerned they were properly included in the bill. For two years while these matters were going on the university continued under the board of regents, but the legislature having met and failed to release the university the latter came under the board of control, so far as its expenses were concerned, except salaries and the educational management. The regents still retained control of the educational policy of the institution and the appointment of instructors and professors and fixing their salaries, this being provided in the bill establishing the board of control. The university continued thus under the double-headed management of the regents and the board of control for two years; both boards did as well as they could to avoid friction, but the situation was very unpleasant and very trying. The amount of circumlocution necessary to get things done was annoying and the general effect upon the university was in all respects depressing; the officers of the institution felt it and everybody connected with the university felt it. There was an entire absence of an air of freedom about the university, that freedom which is so necessary to the best work in education. It became evident enough that under the most favorable circumstances the double-headed arrangement of managing the university was a bad arrangement and the alternative was presented of either freeing the university and letting the board of regents manage the institution or of placing the institution wholly under the board of control and abolishing the board of regents. The matter came before the next legislature and the bill introduced and ultimately amended so as to give the whole control to the board of regents, except in the matter of purchasing fuel, placing insurance and superintending the erection of new buildings was passed by the house of representatives by a vote of 78 to 27 and by the senate by a vote of 48 to 8 and the university was thus practically in all essential respects freed from the board of control and the possibilities of further friction was removed. This bill goes into effect on the first of August, 1905, but in anticipation of what is to come the board of control is not so strenuous in the exercise of its authority in these closing months, as it otherwise might be.

**Small Educational Board of Control.—President Northrop:**

So far as related to the establishment of an educational board to have control of all the educational institutions of the first grade in the state the proposition has been talked about in Minnesota by certain persons, but it has never come before the legislature in any serious way and I do not think that it is likely to present itself in the near future. At present the board of regents manages the affairs



of the university and they do it without any salaries for themselves and without any expense to the state, except in a few cases, the traveling expenses of regents who live a considerable distance from the university are paid and in like manner the affairs of the normal schools are managed by the normal board, a body of gentlemen who serve without compensation. The proposed arrangement involves, instead of these boards made up of gentlemen peculiarly fitted for their work, public spirited having an interest in education and proud to do their best for the state without pay; involves I say, the establishment of a small board the members of which are to be upon a salary the powers of which are to be almost unlimited, in which case probably two men would have in their hands virtually the direction of the whole higher educational work of the state, the establishment of chairs in the university, the removal and appointment of presidents, professors and instructors; and if in any case, as is more than likely the board should be political in its character with the influence of passions and the enmities and friendships of politicians it could not fail to result in a degradation of the institutions and education of the state, while it might become an instrument of vengeance in the hands of a board of politicians, rather than of educators.

**Large vs. Small Boards.**—President Northrop:

Large boards are much better than small ones where the exercise of a policy is largely in the hands of the president and faculty of the university and only the general direction and supervision of policies is in the hands of the board. With a board of twelve men it is almost impossible that there should be in its action anything unjust or unfair or undesirable. Such members being broad minded citizens serving the state, not for money, but for the good of the state, will look up all questions fairly and decide equitably. No one would think of establishing so large a board all of which were to draw salaries. An educational board appointed to govern the educational institutions of the state will necessarily be small, power will be concentrated, pressure for appointment on the board becomes like that which is felt when public offices are to be filled. Very different indeed from the honorable position which one holds on the board of regents not for pay or selfish considerations, but for a sincere desire to be of service in the great work of education. Under a small board of paid members quite likely selected for political reasons; quite likely having other interests to serve than the pure educational interests; quite likely to change officers of institutions, in order to gratify friends and to promote their policies no faculty would feel any measure of security for its continued existence and the educational work of the state would be impaired by the absence of that peace which is absolutely essential to the best educational work. Faculties can not do their best work when they are in constant apprehension of their positive dissatisfaction or removal. It is an established principle that it is a good policy to let well enough alone. The board of regents has enough to occupy its attention. It can do its work well enough because its attention is centralized upon one institution and it does do



its work well because of that reason. All the members of the board of regents are usually in their places at the meetings of the board and the questions discussed are seldom decided with a board very much divided. If there is a difference of opinion in a marked degree the board usually waits until there is a consensus of opinion and then it acts. In this way may be seen the wisdom of having a large board; no prejudices, no bitterness of feeling, no scheming for revenge, no selfish motives whatever govern and claim control and the board when it acts acts without prejudice or selfish motives of any sort. The present arrangement is more economical than the arrangement with a salaried board; it is safer, it is freer from politics, it makes education of the best character its object to be obtained and it awakens an interest in the work through the personal influence, character and standing of members of the board of regents appointed from various parts of the state. Put the whole higher education in the hands of a small paid board, quite likely to be composed of politicians, rather than for educational knowledge and it will be a distinct loss both in respect to the security of men who have devoted their lives to particular studies and who will be in danger of being beheaded at any time; it will be distinct loss in the inspiration to the highest educational work; it will be a distinct loss in the air of freedom which ought to surround every institution of higher learning, and it will be a gain only to the politicians who may hold the positions as members of the board, or their associates who may hope to make the institution the means of promoting their own political or pecuniary advancement. All the great colleges of the country are governed by boards to whom only their interests are committed and who are able to do the very best work because their attention is concentrated upon a single institution. It is quite possible to carry the corporation and trust idea too far and the people of this country long for something of liberty in the matter of education and they do not long for monopolies of control in educational institutions, or in the management of the educational work of the state.

**Same.**—"The manifest advantage of a large board is that there is less personal piques, passions and prejudices controlling and a chance of wider discussion and a more unbraided decision also a larger board is more thoroughly democratic and more thoroughly representative of the people of the state." (President Northrop to the Committee.)

**Current Expenses.**—"The total amount of our current expenses not including buildings is about \$480,000." (President Northrop to the Committee.)

**Number of Colleges and Schools.**

1. The College of Science, Literature and the Arts.
2. The College of Engineering and the Mechanic Arts.
3. The College of Agriculture.
4. The College of Law.
5. The College of Medicine and Surgery.
6. The College of Homeopathic Medicine and Surgery.
7. The College of Dentistry.



8. The College of Pharmacy.
9. The School of Mines.
10. The School of Chemistry.
11. The Dairy School.

**The Graduate Department.**—"This department affords an extension of the work of the College of Science, Literature and Arts, the College of Engineering and the Mechanics Arts, the School of Mines, the College of Law, and the College of Agriculture." (University Bulletin, Nov. 1, 1904.)

**Short Course for Farmers.**—The Bulletin announces a short course for farmers.

#### **Enrollment.**

"The enrollment in the College of Science, Literature and Arts is about .....

Graduate students about .....	1,270
School of Chemistry about.....	100
College of Engineering about .....	50
School of Mines about .....	400
Department of Agriculture .....	125
College of Law .....	700
Department of Medicine .....	500
The University Summer School .....	450
	230

The total of these figures would be.....2,825

"Our last year's registration was about twenty larger than this and our registration this year is about as large." (President Northrop to the Committee.)

**Tuition.**—See statement of President MacLean under the heading—Iowa State University.

**Salaries.**—President Northrop:

Salaries paid to professors vary from \$1,500 to \$2,500, and instructors vary from \$600 to \$1,200. Assistant professors from \$1,200 to \$1,500 and subordinate employees receive less.

**President a Member of the Board.**—President Northrop:

The president by having a vote becomes the peer of the other members of the board of regents and as no one else can have greater interest than he it is eminently proper that he should have a vote in determining the policy of the board. It puts him on a level with the other members of the board, instead of in the position of a hired school teacher.

**Governor a Member of the Board.**—President Northrop:

I think it is desirable that the governor should be a member of the board because of his influence and the desirability of having him thoroughly acquainted with the university and interested in its welfare.

**Appointment of Regents by the Governor.**—President Northrop:

I think the appointment of regents by the governor is a good plan. The personal responsibility of the governor for the excellence of his appointment tending to making him careful. We have rarely had an unworthy person appointed by any governor of our state.



**Plans for Buildings.**—President Northrop:

The state architect, under the authority of the board of control makes the plans for the public buildings and superintends their construction.

**EDUCATIONAL INSTITUTIONS OF SOUTH DAKOTA.**

**Board of Control.**—The management of the educational institutions in the state of South Dakota is vested in a board of five regents, appointed by the governor, by and with the consent of the senate.

**Same—Compensation.**—A salary of \$1,000 a year is allowed to each member of the board, and a similar sum its secretary and stenographer. An allowance of \$1,500 a year is made for the expenses of the board, and an allowance of \$500 a year for the expenses of the secretary.

**Powers of Board.**—General powers are given to the board and to it is given the "power to employ or dismiss all members of the faculties of instruction of said institutions," and other employees, to determine their number, their qualifications, define their duties, fix the period of term of their employment and the rate and manner of their compensation.

**Meetings.**—At the monthly meetings the members of the board examine the accounts of each institution and perform such other business as comes before them. At the annual meeting, usually held in the month of May the members of the faculty of each institution are elected.

**Strength and Weakness of the System.**—President Garrett Dropers: The system of control over state educational institutions now established in South Dakota can certainly not be recommended in all of its details, or recommended to other states for imitation. The first cause of difficulty lies in the fact that the governor has power of removal, practically without cause, of any member of this board of control. This power tends to put the members into an entirely docile and submissive state of mind so far as the governor is concerned, or, more than this, that they must carry out the wishes of the governor so far as they pertain to the state educational institutions. It was reported in this state, on seemingly good authority, that a member of the present board of regents stated that the regents were the creatures of the governor and must carry out his orders. I cannot, however vouch for the absolute accuracy of this statement. This law, passed in the session of 1901, giving the governor power of removal of the members of the board, practically without cause, must be considered hardly less than a public calamity, and I have no doubt personally that the regents themselves of this state would coincide with this view. Had the law made the governor ex-officio member of the board, there would have been not so much room for criticism, for in the latter case the governor would merely be one of six regents, who would in that case know all the facts and would have to use his power of persuasion to effect his purposes. Under the present law, however, the governor need acquaint himself with none of the facts, and yet make demands upon the board of regents which they are



bound to obey or resign from the board. It is hardly to be gainsaid that under such a law the average man is more likely to obey the governor than resign his office. Under this system politics will influence the actions of the board more than under the other system, for the governor can make his demands upon the board of regents without giving any reason or assigning any notice whatever for his action. As a member of the board, he would be forced to consider the rational aspects of every question, use persuasion, and be guided by the actual conditions of the case.

The above is the fundamental weakness in the state educational organization in South Dakota. Another point of weakness is that the regents of education receive a small salary, viz., \$1,000 a year, for their services. They are neither a board of control with sufficient pay to enable them to devote their entire time to their work, nor do they serve in a purely honorary capacity, as a board of trustees. The result is more or less disastrous, and in consequence, the educational interests of the state suffer. Men who serve purely in an honorary capacity are likely to be bound to a higher ideal of efficient service to the institution which they represent. Pay without adequate pay is perhaps the poorest policy that any American state ever invented with the idea of solving an educational problem. There are merits in a small board of control—say with a membership of three men—with entirely sufficient pay, men of independence and adequate education. Such a board of control would devote all of its time to the educational institutions, and, as an object to public scrutiny, would be forced to show results. There are also great merits, probably even more, in a board serving without pay, where the members receive only expenses for their actual services. Such men are apt to be chosen in an honorary sense. While they cannot give all of their time to the institution which they are appointed to serve, yet they will have in mind probably excellent ideals of the advancement of the institution, and they will not be willing to serve political ends. As there is no pay in it for them, they are at a pinch ready to resign their offices rather than to comply with political exigencies. But South Dakota seems to have the disadvantages of both systems. The members of the board are paid small salaries—just enough, perhaps, to make them anxious to retain their places, and yet not enough to give them leisure from the demands of their own professions. Nearly all the members of the board of regents of the state of South Dakota are busy men, having to practice their proper professions with unceasing diligence. The consequence is that they necessarily cannot understand the educational questions and conditions which arise as they should. Under the honorary system, where the board consists of a considerable number of members without pay, they are more willing to leave the administration of matters entirely in the hands of the institution itself. Such men are not inclined to interfere except at rare intervals. They are more a court of appeal and criticism than an executive board. In South Dakota, the interference of the board of regents with the actual conduct of affairs in each institution constantly tends to increase.



Another difficulty springs from the fact that in South Dakota the agricultural college and the university are separate institutions. This is a source of constant friction. No amount of protest that each institution is animated by good will toward the other seems to be effective. At bottom, it is generally suspected that the agricultural college is aiming to supplant the university and that, on the other hand, the university is aiming to absorb the agricultural college. But for this fact the adjustment of governing board might be more easily arranged for. In my opinion, the most ideal condition is in the state of Wisconsin, where there is a separate board of regents for the university, which however, includes the agricultural college, the school of mines and all other technological schools, and this board of regents has exclusively the advancement of the university and its interests in charge. There are, however, on the other hand, seven normal schools which have similar aims and purposes, which are put into the hands of another and separate governing board. Where the arrangement of institutions is as it is in Wisconsin, I can conceive of no improvement on this situation. It seems to me that in this instance a governing board for the university, serving in an honorary capacity, merely having its expenses provided for, is an ideal state of things. The university has all the requisite vigor, independence and power to prosecute its proper work, progress on conservative lines and to set its own limits. The work of the regents is in the highest degree merely judicial and advisory. Where the situation, however, is different, where the agricultural school is a separate institution from the university, it is a matter of some difficulty to decide the question as between a board of control highly paid and efficient, and a board of trustees serving in an honorary capacity without pay. On the whole, I am inclined to think that with but three state educational institutions in Iowa—the University, the Agricultural College and the State Normal School—while it must be admitted that it is a profound mistake to have the Agricultural College separate from the University, and while it must be admitted that the union of these two institutions would put an end to many of the difficulties that now exist, yet I am inclined to believe that Iowa is far better off than she suspects under the present system. A board of control highly paid and efficient may be successful in solving all the difficulties that now exist. I am unable to decide finally with regard to this point, but I cannot help believing that it is a mistake to inaugurate a system which does not in any respect depend upon unpaid effort. I trust that a stage of society will never arrive when there are no men who will work unselfishly, and impartially for the cause of the general good. It would be a pity, it seems to me, to reduce every office to a commercial basis. A board of control for the charitable and penal institutions is unquestionably a wise move. From what I can understand, I have no hesitation in saying that a small and highly paid board of control, as Iowa has at present with regard to the penal and charitable institutions, is a final solution of the question of the control of these organizations. But with regard to educational institutions, the point of view is radically different. Penal and charitable



institutions are a necessary evil. They bespeak the weakness of society. The more perfectly society develops, the less will be the importance attached to penal and charitable institutions. They are signs of imperfect development. With educational institutions of the higher sort, all this is different. With the progress of society these institutions must play a more important part, and therefore their claims for assistance rest on more ideal grounds than those of charitable and penal institutions. The appropriations required by charitable and penal institutions must be granted. They arise from the necessities of the case. The claims of educational institutions are less tangible and must appeal to more remote and less obvious motives. It is possible that a small board of control efficient and highly paid may accomplish all that can be accomplished now by an honorary board, but I do not think that any priori reasoning can settle this point. The only final test will be the test of experience. Men can bandy arguments pro and con on questions of this complexity until the crack of doom without arriving at any final conclusion.

On one point, however, we may be certain—that there are only two alternatives; on the one hand, a small board highly paid and efficient, devoting all of its time to the educational interests, and that may be, as far as possible, independent of all political, and especially partisan, influences; on the other hand, a larger board, serving in an honorary capacity, less efficient but animated perhaps by higher and more non-commercial ideals. The system as organized in South Dakota is a compromise between these two alternatives, and is fatally defective. If experience has taught us anything in this state (South Dakota), it has taught us that an underpaid public service is the most expensive labor of all; that a small salary is as much a bribe as a large one, and perhaps even more so; that any connecting link between the political powers and the educational interests of the state is a fatal defeat so far as the real interests of the people are concerned; and that to have efficient instruction of a higher character in state institutions implies complete independence of thought and speech on the part of the educators.

**Salaries.**—The president of the University receives a salary of \$3,000 a year. The dean of the College of Law receives \$2,500 and the professors receive from \$1,200 to \$1,800 a year. Assistant professors and instructors receive salaries ranging from \$720 to \$1,200 a year.

#### NORTHWESTERN UNIVERSITY,

Evanston, Chicago.

**Colleges and Schools.**—The University comprises the following departments of instruction, each having a distinct faculty:

The College of Liberal Arts, in Evanston.

The Medical School, in Chicago.

The Law School, in Chicago.

The School of Pharmacy, in Chicago.

The Dental School, in Chicago.



The School of Music, in Evanston.

The following non-degree-conferring departments are maintained by the University:

The Academy, at Evanston.

Grand Prairie Seminary, at Onarga, Illinois.

The Elgin Academy, at Elgin, Illinois.

**Garrett Biblical Institute.**—A theological school authorized by its charter to confer degrees in divinity, is established on its own foundation and under separate management. The buildings of the institute are on the University campus in Evanston, and the school is in close co-operation with the University.

**The Norwegian-Danish Theological School** in Evanston is located with the institute.

**The Swedish Theological Seminary** is an independent school located on the University campus in Evanston.

**The Cumnock School of Oratory** is conducted on the University campus at Evanston.

**Government—Board of Trustees.**—President Thomas F. Holgate: The board of trustees of this University consists of forty-four members, of whom thirty-six are elected by the board, and eight are elected by four annual conferences of the Methodist Episcopal church. These latter are elected one annually in each conference to serve for two years; the former are divided into four groups, the members of each group being elected for a period of four years, so that nine trustees of this class retire each year, but in practice are usually re-elected until a vacancy occurs by death or removal so distant that it is practically impossible for the trustee to perform his duties. The board is thus practically self-perpetuating and continuous. The changes in any one year are so slight as not to disturb the workings of the board.

**Meetings of the Board—Committees.**—President Holgate: Where detailed administrative work is to be handled by the board, it is necessary that there should be frequent meetings in order to avoid tedious delays. If a board is large this becomes almost impossible and this University has found it advisable to hold but four meetings of the board during the year. The most important of these is perhaps the meeting in June, at which time the informal reports are presented by the president of the University and the business manager, and the elections of members and officers of the board are held. The annual meeting, so-called, is held in October, when the formal reports for the preceding academic year are presented, and the work of that year reviewed. The financial situation of the University is carefully discussed at that time and the general educational policy is considered. The meetings in February and April are less formal, and are usually given over to discussions of questions that may be raised by the president of the University, or of any question that may come up for special consideration at the time.

To avoid more frequent meetings of the board there exists an executive committee of sixteen members, mostly resident within easy access of the University. This committee has the full power of the



board during the intervals, except that it may not elect a president of the University or a full professor. It meets monthly and handles all the detailed business of the University. The various sub-committees of the board are appointed to consider in particular matters relating to the several departments of the University. For example, there is a committee on the College of Liberal Arts, consisting of five members. During the year this committee meets at the call of the president of the University, and frequently with the dean of the college. Any matter relating to the internal work of the college will be discussed with this committee before it goes to the executive committee or to the general board. The establishment of new departments of study, the election of the professors and instructors, plans for new buildings, and the like go in the first instance to this committee. These committees on the several departments report to the executive committee or to the board such recommendations as they may deem wise for the department concerned.

**Salaries.**—President Holgate: The salary of the president of the University has been \$7,500, and will hereafter be probably as much as that together with a free house. The salaries of professors in the professional schools average higher than do salaries in the College of Liberal Arts. A professor in the law school or medical school who is giving full time to the work of the school will receive from \$3,000 to \$4,000. The deans of the law school and dental school have salaries of \$5,000. The salaries of other professors in these schools vary according to the time devoted to the schools. In the College of Liberal Arts the highest salary paid to any professor not an administrative officer is \$3,300. This salary is paid to three men. Then there is a group of other professors who receive \$3,000 a year. Some others receive \$2,700, some \$2,500 and one as low as \$1,800. An associate professor's salary is \$2,200, and an assistant professor receives from \$1,500 to \$2,000, according to length of service. An instructor's salary varies from \$1,000 to \$1,200. Only one instructor receives \$1,300. Tutors and laboratory assistants receive smaller salaries varying with the amount of time given.

**Time Employed by Professors and Instructors.**—President Holgate: The number of hours a week of lectures by various professors differs somewhat according to the department and also according to the kind of work to be done. A college professor's duties may be grouped under three heads; first, teaching; second, administrative; and third, scientific investigation or literary production. A man who does no work of investigation would naturally be expected to give a greater amount of time to teaching or administration, and it is generally recognized that one who has the gift of investigation should be left largely free for that work. Ordinarily a professor will lecture from eight to twelve hours a week. Those who supervise laboratories are expected to give fewer lectures and the teachers of foreign languages, as a rule, meet more classes a week than do the men who lecture on history, economics, or literature. A young instructor will teach from fifteen to eighteen hours a week, much of this, however, being duplicate work.



**Purchase of Supplies and Materials.**—President Holgate: All purchases for the offices, laboratory, library, etc., are made through the business manager's office. The officer of instruction needing supplies will make out a requisition and send it to the dean's office where it is tabulated and note taken that the purchase does not exceed the appropriation for that purpose. After the requisition has secured the signature of the dean it is forwarded to the business manager's office, and a record made of the order. After the business manager signs the requisition it is then forwarded to the merchant, who fills the order, delivering the goods and sending the bill to the person originating the order. The bill then receives the O. K. of the professor receiving the goods and is transmitted to the dean's office for record, and next to the business manager's office for payment. Checks are drawn monthly and all bills and checks pass under the eye of the auditor before being recommended to the executive committee for payment. The action of the executive committee ordering payment is purely formal, but serves as a safeguard for the business manager.

The routine here outlined may seem cumbersome, as it did to us when it was first put into operation, but we have found that the care taken in placing orders fully repays the effort. It is the only means by which the business manager can know what orders for supplies are out, and what bills he will be expected to meet at the end of the month. In fact, it is the only way to know what the actual indebtedness of the University is at any given time.

**Enrollment.**—President Holgate: The enrollment for the year 1904-05 in the different colleges was as follows:

College of Liberal Arts .....	879
Graduate students .....	61
Undergraduate students .....	818
Medical school .....	591
Law school .....	225
School of Pharmacy .....	252
Dental school .....	454
School of music .....	344
Total .....	2,745
Deduct names counted twice .....	63
Total in degree conferring departments....	2,682
Total in non-degree conferring departments	1,259
Total .....	3,941
Deduct names counted elsewhere.....	257
Total in all departments under the control of our board .....	3,684
Affiliated Theological Schools .....	175
Total .....	3,859
Deduct names counted twice .....	16
Net total .....	3,843



**Tuition and Other Fees.**—President Holgate: The fees for students are as follows:

College of Liberal Arts, per year .....	\$ 80
Special fee for children of minister .....	50
Laboratory fees for use of scientific laboratories, from \$4 to \$15, varying with the laboratory..	
Medical school tuition fee, per year.....	175
• Law school tuition fee, per year .....	105
School of pharmacy tuition fee, per year .....	135
Dental school tuition fee, per year .....	150
School of music tuition fee, depends on course taken....	

**Per Capita Cost.**—President Holgate: I regret to say that I have not the data at hand which will give an accurate estimate of the cost month by month in the several schools. In general, it may be said that the tuition fees in the medical, pharmacy, dental and music schools express the cost of instruction, since these schools are self-supporting, the dental school alone yielding a slight net income over expenditures due to the receipts from the large clinic. In the college of liberal arts the average cost of instruction for each student for the academic year is \$156.50. In this estimate is included the cost of maintenance of buildings and grounds. If we take simply the cost of instruction, omitting all appropriations for apparatus, maintenance of the library, administration, and miscellaneous items, the cost is almost exactly \$103 a year for each student. In the law school the actual cost of instruction for each student is \$159.50.

**Sources and Amount of Income.**—President Holgate: The annual budget of this University for the year 1905-06 anticipates an income for the year of \$559,782. Of this amount \$204,923 comes from interest on invested funds and rental on improved property, mostly in Evanston and Chicago. Against this item there is, however, a counter-charge of \$100,997, for interest on indebtedness mostly secured by mortgages on improved property, for the care of property, assessments, legal expenses, etc.

The tuition receipts in all departments amount to about \$328,000, of which \$62,000 is received from students in the College of Liberal Arts. There is also an anticipated income of \$27,500 for board and rooms in the women's dormitory and is off-set by an equivalent item for expenditures there. The receipts of tuition from the medical, law, pharmacy, dental, and music schools are slightly in excess of the cost of operating these schools—the law school being the only one which experiences an annual deficit.

The anticipated expenditures for the year are as follows:

General administration, including the president's office, business manager's office, annuities to retired professors, general advertising, commencement, and such other items as are not charged to a particular department, \$30,110; College of Liberal Arts, \$133,981; Medical School, \$77,660; Law School, \$33,315; School of Pharmacy, \$28,595; Dental School, \$69,280; School of Music, \$34,637; Academy, \$23,558.

**Small vs. Large Boards.**—President Holgate: Whether a board of



trustees should be large or small depends entirely upon how it is chosen and what its functions are. If a board is to be purely legislative, then, in my judgment, it should be large enough to be thoroughly representative. If the board is to manage a state institution, it is perhaps necessary that it should represent all sections of the state geographically, but in addition to this, it should represent the varieties of interest involved. Except as it may be necessary to meet the need for geographical distribution, a board of from 15 to 21 members should be large enough for all practical purposes.

**Educational Policies—How Determined.**—President Holgate: The educational policies of the University are mainly in the hands of the president, while the carrying out of these policies and the adjustment of all details are left to the deans and faculties of the several departments. An educational policy is seldom adopted by the president until after consultation with the faculty concerned, or with the deans of the departments. Before any act, either of the faculty or the president of the University, which shapes the future activities of the University, can become effective, it must be approved by the executive committee or the board of trustees; that is to say, educational policies originate with the president or the faculty. They become effective only after approval by the board.

**Financial Policies—How Planned and Carried Out.**—President Holgate: The large business interests of this University because of its extensive real estate holdings, make the appointment of a business manager a necessity. This officer is under salary and devotes a large share of his time to the work of the University. The only business managers so far chosen have been members of the board of trustees, and naturally he is one of the most active of the board. With him is associated various committees of the board; for instance, all investments are passed upon by the finance committee, and the annual budget which is prepared from the educational side by the president of the University in conjunction with the deans of the several departments, and from the commercial side by the business manager is referred to the finance committee for detailed examination before being approved. Real estate transactions are referred to the so-called land committee. It may be said that the business manager does the financial planning for the University, and when authorized by the board, executes all financial transactions.

**The Iowa Situation.**—President Holgate: Since the visit of your committee last May, I have made as careful a study of the educational situation in Iowa as could be made from the printed circulars of the several schools, and as the time at my disposal would allow. This, together with my previous general knowledge of the situation, gives me, I think, some moderate conception of the difficulties which confront your committee.

You have, as I understand, a State University at Iowa City, with its College of Liberal Arts and Graduate School as a core, and the professional schools growing up about it; the College of Agriculture and the Mechanic Arts at Ames, with its magnificent equipment and rapid de-



velopment along practical lines; and one or more State Normal Schools, all of these under separate boards appointed by or representative of the state. Between the State University and the College of Agriculture there is a **considerable amount of duplication of work**, with a tendency to increase this amount, and some rivalry for claim upon the attention of the state legislature. The trustee board, or board of regents, of these two schools are naturally interested in the development of their own school and each board presses its claims independent of the needs of the other. Some feeling of rivalry may exist between the Normal Schools and the others, particularly as the others are developing departments of pedagogy, but this is perhaps not so keen. I will first express an opinion as to what seems to be the proper line of division between the schools, and then make some suggestions as to how this may be brought about.

In the first place, it would seem natural that at Ames should be concentrated all of the work of a technical and mechanical sort undertaken by the state. By technical I mean technological, rather than professional in the ordinarily accepted sense; that is to say, it seems to me that all of the work of engineering, whether mechanical or civil, or mining, should be concentrated there. All of the work in agriculture and allied subjects, including veterinary surgery, would naturally go there. And to my mind also the work in domestic science should be concentrated at Ames. I doubt if this school should offer a course in general science for pure culture apart from its purpose as technical training. On the other hand, at the State University should be found the College of Liberal Arts and the Graduate School, with their scientific departments elaborated and extended for the study of pure science apart from its professional applications. The study of pure science will, of course, lead to many applications, but in the College of Liberal Arts the applications should be the incident, rather than the purpose of the study. Advanced investigations may be carried on which will find their application in the technical schools at Ames. To be specific, it would seem to me that the school at Ames should surrender its courses which do not lead to some technical degree, and on the other hand, the school at Iowa City should yield its department or school of applied science.

In the working out of this scheme there will of course be some duplication. To give a complete and rounded course at Ames it will be necessary to carry on a considerable amount of work in mathematics, English, history, economics, and the modern foreign languages. But these departments of study should be treated as the basal subjects for a technical education. In other words, I doubt if the work in these departments should extend much beyond what every student in the college is expected to pursue. French and German should be taught to an extent sufficient to give students a good reading knowledge of those languages, with perhaps slight opportunity for specializing. History and economics belong in such a school, but, in my judgment, not elaborate courses. Mathematics must be taught, especially those branches of mathematics which apply directly to the work of engineer-



ing. In the University at Iowa City the subjects here mentioned will, of course, have to be duplicated but work in those departments should be greatly extended beyond what is offered at Ames.

It seems to have been the plan to concentrate the professional schools of law, medicine, dentistry, pharmacy, and commerce at Iowa City. Between these and the school at Ames there should be no conflict.

Between the University at Iowa City and the College at Ames, and the Normal Schools there could, it seems to me, be no conflict except in the work in pedagogy. But since the Normal Schools are confined almost wholly to the training of grade teachers, any work in pedagogy that might be taken up by the State University would naturally be of a different character.

Now as to how these things may be brought about. The Normal Schools have a field which is so entirely distinct from either of the other schools that I think they may well be left to work out their own problems with perhaps an independent board of trustees. But for the other two schools, I am inclined to think that better results would be secured by having a **single board of trustees for the two schools.**

This board would of course have to be representative of the state, and perhaps would need to contain as many as twenty-two members if it is to represent eleven districts of the state. Then certain ex-officio members of the board would probably bring the number up to twenty-five. It would seem to me that a smaller board, not exceeding fifteen in number, would be better. This board might be subdivided so that one part would give special attention to the school at Iowa City, and the other to the school at Ames, but if so, the two parts should have several members in common, and the findings of neither part should be final until passed upon by the whole board.

The administration of the two schools would have to be, I think, considering their distance apart, practically independent, each school having its own president and faculty. When new departments of study are to be added in either school, or any department of study enlarged, the approval of the board should be secured and all appointments should be made by the full board. For instance, if a department of domestic science is to be established, it should rest with the board to determine, after considering the whole situation, whether this school should be located at Iowa City or at Ames. Or, if the work in electrical engineering is to be enlarged so as to provide better facilities for instruction in this branch, the board should determine whether this enlargement should go at the one place or the other. In short, it seems to me that **the solution of the difficulty** is most likely to come through a single board of trustees, with the appointment of such small executive committees as are necessary for flexibility, and with separate administrative heads for the two institutions. Care will need to be exercised in any legislation establishing such a board to secure permanency. A rapid fluctuating board managing the two schools would be much more hazardous than such a board having only one



school in charge. After such a board has once passed upon the general policy to be carried out during any given year, the administrative officers of the separate colleges, in consultation with the president of the board, or such small executive committee as may be appointed, might carry out the work during the year with little difficulty.

#### UNIVERSITY OF WISCONSIN.

**Government—Board of Regents.**—The government of the University shall vest in a board of regents, to consist of one member from each congressional district and two from the state at large, at least one of whom shall be a woman, to be appointed by the governor; the state superintendent and the president of the University shall be ex-officio members of said board; said president shall be a member of all standing committees of the board, but shall have the right to vote only in case of a tie.

Wisconsin Statutes, Sec. 378 (as amended by chapter 255, Laws of 1901.)

**Same—Powers.**—1. The Board of regents shall possess all the powers necessary or convenient to accomplish the objects and perform the duties prescribed by law.

2. Shall have the custody of the books, records, buildings, and other property of the University.

3. Shall enact laws for the government of the University in all its branches.

4. Shall elect president, professors, instructors, officers and other employees and fix salaries.

5. Have other general powers.

Wisconsin Statutes, Sections 379, 381.

**Colleges and Departments.**—The statute provides that the University shall consist of the following colleges or departments, to-wit:

1. The College of Letters and Science.

2. The College of Mechanics and Engineering.

3. The College of Agriculture.

4. The College of Law.

5. Such other colleges, schools or departments as may from time to time be added thereto.

Wisconsin Statutes, Sec. 385.

**Courses of Study and Schools.**—In addition to the colleges named in the statute, the University as now organized consists of the following courses and schools:

1. The Course in Commerce.

2. The Course in Pharmacy.

3. The Course in Home Economics.

4. The Graduate School.

5. The School of Music.

**Large vs. Small Boards.**—A board of regents should be sufficiently large to be essentially a legislative body when acting as a unit, leaving detailed investigations and recommendations to committees of the board which are to report to the full board. (President Van Hise.)



**Boards—Compensation.**—President Van Hise: In Wisconsin, a governing board not paid has secured men of the highest ability, the strongest men in the state in their respective lines. A non-salaried position on the board is regarded as an honor. If members of the board were paid, such men as Colonel Vilas, ex-postmaster general, United State senator, and secretary of the interior, would not consider a position on the board.

**President a Member of the Board.**—President Van Hise: The president should be a member of the governing board, but his influence should be mainly by advice and opinion rather than by voting. Our law here is that the president of the University is a member of both the board and all its standing committees, but has a vote only in case of a tie. The law has worked admirably.

**Small Boards.**—President Van Hise: A University controlled by a board of regents consisting of representatives from all parts of the state is more virtually connected with the people than it would be if controlled by a board of three members. Moreover I frankly confess it would be my fear, if there were a paid board of three members, this board would be likely to desire to exercise to a greater or less extent the duties which ought to be performed by the president.

**Paid vs. Non-Paid Board.**—President Van Hise: A paid board would necessarily consist of few members, and such a board could not represent the different districts. A non-paid board, however, may be large enough to represent each of the congressional districts, and this I think is advantageous.

**Superintendent of Buildings—Architect.**—President Van Hise: We have an architect and superintendent of buildings and grounds, and a foreman of the grounds. Former draws plans and specifications for buildings and supervises their construction, lays out general plans for improvement of grounds, which are executed under direction of foreman.

**Educational Policies.**—President Van Hise: At Wisconsin educational policies initiated by faculty, but where important departures are made must be approved by the regents.

**Financial Policies.**—President Van Hise: Financial policies largely initiated by president, presented by him to budget committee, which committee reports to the regents who approve same.

**Duplication of Work—University and Agricultural College.**—President Van Hise: The situation at Iowa involves difficulties of a dual system for higher education which we do not have at Wisconsin, so what I may say upon this point is a matter of opinion rather than of experience. It seems to me that the presidents of the two institutions should co-operate upon the basis of what is best for the educational interests of the state. Also in this connection it seems to me advantageous if the regents of the two institutions would meet together with the presidents and discuss co-operation from this point of view. If voluntary co-operation does not succeed in solving the difficulties, and consolidation is necessary it is my opinion that the consolidated institution should be under the control of a large non-paid board rather



than a small paid board of control. Such a board could first be made by consolidating the two boards or regents and provision could be made for gradual change to a single board of proper size.

**Needs—How Presented to the Legislature.**—President Van Hise: At Wisconsin statement of needs of University prepared by the president, presented to the regents, approved by them and a legislative committee of the board, including the president, appointed to present the case to the legislature.

**Purchases.**—President Van Hise: Funds allotted by budget to various colleges and departments. After allotment made supplies obtained by requisition, which requisition must be approved in turn by the head of the department, the dean of the college and the president, and by the executive committee. This seems complex, but is comparatively simple. All purchases made through the regent's office, the purchasing agent being the paid secretary of the board.

**Control of Educational Institutions.**—President Van Hise: Control of educational institutions by a non-paid board has been satisfactory in a large number of the states and therefore I think it would be wise to pursue a conservative policy. My own remedy would be along the lines of reform or consolidation of the boards rather than so radical a change as abolishing the regents and substituting a small paid board.

**Receipts and Disbursements.**—The receipts of the University of Wisconsin for the year ending June 30, 1904, were in the amount of .....\$711,665.83  
Disbursements for the same year ..... 711,053.36

**Salaries.**—From a tabulated statement of disbursements made by the regents of the University of Wisconsin for the year ending June 30, 1904, we take the following:

Salaries—Agricultural College and Experiment Station....	\$33,691.16
Salaries—College of Letters and Science .....	184,790.93
Salaries—College of Engineering .....	47,241.74
Salaries—College of Law .....	13,241.55
Salaries—School of Pharmacy .....	4,600.00
Salaries—Washburn Observatory .....	4,540.00
Salaries—General Library .....	6,713.37
Salaries—Agricultural Institute Fund .....	2,200.00
Salaries—Summer Session .....	9,175.00
Salaries—Administration .....	9,750.00
Total.....	\$315,943.75

#### Janitors and Labor—

Agricultural College and Experiment Station .....	\$21,358.22
College Letters and Science .....	6,695.33
College of Engineering .....	2,623.03
College of Law .....	281.25
School of Pharmacy .....	306.25
Washburn Observatory .....	540.00
General Library .....	480.00
Agricultural Institute Fund .....	59.04
Summer Session .....	169.70
Total .....	\$32,512.82



#### Salaries—College of Agriculture—

Dean.....	\$ 4,000.00
Seven Professors—\$1,000 to \$3,000—average .....	2,200.00

#### Salaries—College of Letters and Science—

Dean .....	\$ 4,500.00
Fifty-five Professors—\$1,400 to \$3,000—average.....	2,044.00

#### Salaries—College of Engineering—

Dean .....	\$ 3,250.00
Fifteen Professors—\$1,400 to \$2,500—average .....	1,900.00

#### Salaries—College of Law—

Dean.....	\$ 3,500.00
Two Professors—each .....	1,012.75
Two Professors—each .....	1,012.75

#### Salaries—School of Pharmacy—

Edward Kremris .....	\$ 2,300.00
Four Instructors—\$400 to \$800 .....	

#### Salaries—Administration—

President C. R. Van Hise .....	\$ 6,500.00
Secretary of Regents .....	2,750.00

#### Expenditures—Wisconsin, 1904—

The total expenditures for the year ending June 30, 1904, is shown in the following statement, taken from the regents report to the governor:

Salaries .....	\$315,943.75
Apparatus .....	28,241.38
Furniture .....	4,246.17
Heat, light and water .....	58,164.45
Library .....	18,439.30
Repairs, insurance and building .....	52,792.52
Postage, printing, advertising, freight and express .....	16,662.32
Salaries and expenses, institute workers .....	7,583.71
Expenses of regents and visitors .....	1,034.15
President's contingent and clerk and office expenses....	15,186.88
Live stock, seeds, tools, feed, farm expences, etc.....	60,766.75
Janitors and labor .....	32,512.82
Armory, traveling and incidental expenses .....	6,265.54
Cranberry investigation .....	2,500.00
Tobacco Investigation .....	1,403.11
Miscellaneous .....	149,310.51
Total expenditures .....	\$771,053.36



### Attendance—Number of Students During Year 1903-4—

College of Letters and Science .....	1,312
College of Mechanics and Engineering .....	744
College of Agriculture .....	525
College of Law .....	201
Course in Pharmacy .....	36
School of Music .....	172
Summer Session... ..	330
Summer School for Artisans and Apprentices .....	70
Less twice enumerated .....	239

The summer session of 1904 has a registration of 395 and the library school of the same summer was attended by 59 persons.

**Tuition Fees.**—See statement of President MacLean under heading: University of Iowa.

### UNIVERSITY OF NEBRASKA.

**Government.**—In Nebraska the government of the University is vested in a board of six regents, elected by the electors of the state at large.

**Powers—Compensation.**—The board of regents have general powers and act without compensation.

**Organization and Government.**—"The University of Nebraska is a part of the public school system of the state, embracing all the grades of the system above the twelfth. \* \* \* The University has no preparatory department. It maintains, however, secondary schools in agriculture, mechanic arts, and domestic science."—University Bulletin.

**Colleges and Schools.**—The University comprises the following colleges and schools:

1. The College of Literature and the Arts.
2. The College of Law.
3. The College of Medicine.
4. The Industrial College.
5. The Graduate School.
6. The School of Agriculture.
7. The School of Mechanic Arts.
8. The School of Domestic Science.
9. The School of Fine Arts.
10. The Affiliated School of Music.
11. The Summer Session.

"The Industrial College comprises the general and special groups of studies in science, agriculture, forestry and engineering, leading to the degree of Bachelor of Science. The course for this degree requires, as a rule, four years of residence work.

With the Industrial College are also three secondary schools as follows:

The School of Agriculture is a secondary school, training students for an intelligent farm life. There are two terms each year for three



years. For those who cannot spend a larger time at the University, there is a short course of nine weeks.

The School of Domestic Science is a secondary school, teaching women the principles of household economics.

The School of Mechanic Arts is a secondary school, with a two years course, teaching the principles of practical mechanics."—University Bulletin, Series 10, No. 7.

**Accredited Schools.**—The inspection of high schools is performed by an inspector of accredited schools appointed by the board of regents. The report of the inspector, together with the official reports of the schools forms the data on which the University bases its action.—University Bulletin.

#### Attendance—

The Graduate School .....	107
The College of Literature, Science and Arts .....	948
The Industrial College .....	754
The College of Law .....	183
The College of Medicine .....	150
The School of Fine Arts .....	92
The University School of Music .....	360
The Summer Session .....	191
Grand total .....	2,785
Deduct for repeated names .....	272
Total registration .....	2,513

The foregoing figures were taken from the report of the registrar to the chancellor and board of regents, found in the University Bulletin.

**Salaried Board of Control.**—Ques. What are your objections, if any, to a salaried board of control, consisting of three or five members?

Answer by President E. Benjamin Andrews: The number five is large enough, and if they are faithful, they will earn good salaries, but I should fear that salaries would invite placemen, not in sympathy with education, outsiders holding the power of the purse, but unable or unwilling, or both, to get really at the nature of the work they are the expected to supervise.

**Salaried Boards.**—I should prefer men willing to do the work without salary. Such are more certain to have sympathy with it. (President Andrews.)

**Sources and Amount of Income.**—About half a million a year, mainly from legislation, appropriations, partly from endowment and sale of lands. (President Andrews.)

**Salaries Paid Professors and other Employees.**—Chancellor, \$5,000; professors (average), \$2,000; deans, \$2,500; associate professors, \$1,700, assistants, \$1,500; adjunct, \$1,200; instructors, \$1,000; janitors, \$500. (President Andrews.)



**Duplication.**—The Normal School can easily be kept off the ground of the other two institutions. The University and College as long as they are separate, must duplicate to a considerable extent. Both must teach history, English, biology and engineering. The legislature might decide which institution should lead in each of the branches named, i. e., it might enact that in a given branch, as history, the one institution or the other should limit its teaching to elements, while the other should be permitted to take up advanced work and research.

In making and preserving such adjustments, a single board of government might, theoretically, work to great advantage, but I should fear that in practice it would not improve things much over the old plan. \* \* \* In a great state like Iowa, with separate institutions, you must duplicate much of the work. (President Andrews.)

**Hours of Work Required From Professors and Instructors.**—Twelve hours a week is regarded as good service, though most of our professors and all of our instructors do more. Most of our teaching people work too many hours.

#### UNIVERSITY OF MICHIGAN.

**Government.**—The governing body of the University of Michigan is a board of regents, eight in number, elected by popular vote for a term of eight years.

**Organization of the University.**—The University comprises the following departments:

1. The Department of Literature, Science, and the Arts (including the Graduate School.)
2. The Department of Engineering.
3. The Department of Medicine and Surgery.
4. The Department of Law.
5. The School of Pharmacy.
6. The Homeopathic Medical College.
7. The College of Dental Surgery.

#### Attendance—School Year 1903-1904—

Department of Literature, Science and the Arts.....	1,422
Department of Engineering .....	823
Department of Medicine and Surgery .....	418
Department of Law .....	865
School of Pharmacy .....	65
Homeopathic Medical College .....	69
College of Dental Surgery .....	94
	<hr/>
	3,756
Deduct for names counted more than once .....	97
	<hr/>
Total, exclusive of Summer Session .....	3,659
Summer Session .....	298
	<hr/>
Grand total .....	3,957



**Tuition Fees.**—See statement of President MacLean under heading State University.

**Receipts and Disbursements.**—The receipts for the school year 1903-1904 were in the amount of .....\$787,302.67  
Disbursements, same year ..... 765,297.61

**Salaries of Professors.**—See statement of Regent Babb, under heading State University.

**President James R. Angel**, in a letter to the committee, says:

"I regret to say that I cannot undertake to answer your questions, because our organization in this state is so different from that in Iowa or in any other place that we have no experience which will throw light on your problem.

By our state constitution the board of regents is really a co-ordinate branch of the state government, having absolute control (independently of the legislature or executive) of its own finances and internal administration, except in so far as it receives legislative appropriations.

The Agricultural College and Normal School boards have not the same authority. Naturally enough the consolidation of our boards has never been a vital question here. Therefore, I do not feel that I am prepared to express opinions on the points you raise, and shall have to ask you to excuse me from so doing."

#### INDIANA UNIVERSITY.

**President Wm. L. Bryan of Indiana University to the Committee.**—I believe that the experience of American educational institutions justifies the judgment that each institution should have its own board of trustees.

It is without doubt important that the various state educational institutions should arrive at a harmonious plan of action so as to avoid unwise duplication of work. I believe, however, that it would be possible and that it would be best to arrange such a plan by a conference between the trustees of the several institutions.

A large board of control may be, of course, more widely and fairly representative. On the other hand, it is likely to be less effective. I should prefer a number not less than five nor greater than ten.

The best men in Indiana count it an honor to serve the state as members of the boards of educational institutions. It would be quite impossible to secure better men or better service, if salaries were paid, for the reason that we already have the best service of the best men in the state.

Five members of our board are elected by the state board of education and three members by the Alumni of the University. We are very well pleased with this plan.

It does not seem to me important that the president of the University should be a member of the board, or that he should have a vote. If the measures which he proposes can command only a technical majority of the board, they should in most cases be postponed or dismissed. Successful administration in a University requires substantial unanimity. One vote more or less is unimportant.



If the board and the president are working together in a harmonious administration, the president will naturally be a consulting member of all committees. It is not, however, important in my opinion that he should have a vote upon any committee. The president must have weight not by his vote but by his ideas, by his knowledge, by his judgment, by his disinterestedness, by his character. If he is reduced to sustaining himself by his vote, the time is at hand for his resignation.

Receipt from the State—

Educational tax .....	\$123,470.98
Interest on endowment .....	27,445.78
Interest on University bonds .....	7,200.00
Total .....	\$158,116.76

Receipts from other sources—

Interest on college loans .....	\$ 2,587.92
Interest from city school trustees .....	180.00
Fees collected .....	10,748.44
Sundry items .....	238.86
Total .....	\$ 13,755.22
Net Income .....	\$171,871.98

Indiana University has a superintendent of buildings and a keeper of grounds. The former is at the head of the janitor and plumbing force. He recommends the appointment and discharge of his helpers and oversees their work. He sees that all buildings are kept in repair, including plumbing, both water and heat. He is paid \$720 per year.

The keeper of the grounds has charge of all work on the campus, outside the buildings. He is paid \$600 per year.

The **proposal** of educational policies comes naturally for the most part from the president. Often, also, from members of the faculty or from members of the board of trustees. The determination of educational policies rests with the faculty and the trustees jointly. The point as to the exact division of authority in this matter is not pressed. We try to work together and prize a harmonious spirit more than the immediate success of this or that project.

The president prepares an annual budget for the consideration of the board. The board of trustees exercises final authority upon every point in the budget.

At present I am only prepared to suggest that a conference might be arranged between representatives of the several institutions to determine upon the field of each.

A committee of three members of the legislature appointed by the governor visits the University a short time before the opening of the legislature. The University submits to that committee an elaborate typewritten report. The legislative committee, in turn, makes recommendations to the legislature. The present law has been in force for six years. Within that time the legislature has always adopted the recommendations of the committee.



All supplies are purchased through the purchasing agent. Departmental supplies are purchased upon the written requisition of heads of departments. In case of minor purchases the lowest market price is determined by correspondence. Large contracts of all sorts are submitted to competitive bidders.

I should fear that if the position of trustees commanded a large salary, it would be in peril of falling into politics. As it is, our board has been for fifty years free from politics.

If there were a conflict between two or more state educational institutions with regard to the ground which each should cover and if this conflict were so sharp that it could not be settled by a conference between the representatives of those institutions, the appointment of a common board for the institutions would not, in my judgment, settle the difficulty. It would only change the field of conflict. I should fear for the internal harmony and efficiency of a board which had such a conflict perpetually on its hands.

#### EDUCATIONAL INSTITUTIONS OF MONTANA.

**The State Board of Education** consists of eleven members. The governor, state superintendent of public instruction and attorney general are ex-officio members. The remaining eight are appointed by the governor by and with the advice and consent of the senate.

**Powers of Board.**—They have the general control and supervision of the State University and the various state educational institutions. They do not receive any compensation for their services but are allowed travelling expenses.

**State University.**—The University of Montana is controlled directly by the State Board of Education.

**Other Educational Institutions.**—The School of Mines, the Agricultural College and the State Normal School have executive boards, each composed of five members. These boards have the immediate direction and control of the affairs of the institution, subject only to the general supervision and control of the State Board of Education.

#### SALARIES.

##### Kansas State Agricultural College.

Ernest R. Nichols, president .....	\$4,000.00
Nineteen professors, ..1,650 to \$1,200—average.....	1,318.00
Assistant professors and instructors receive from \$600 to..	1,100.00

##### The University of Minnesota.

Dean of Agricultural Department .....	\$4,000.00
Dean of Engineering and Mechanics .....	3,000.00
Dean of School of Mines .....	3,000.00
Salaries of the leading department in the agricultural division	2,400.00
Salaries of the heads of the leading scientific departments,	
\$2,400 to .....	2,700.00
Salaries paid to assistants and instructors, \$500 to .....	1,500.00



### Washington University.

"Our professors of civil engineering, mechanical engineering and electrical engineering receive now, or will receive when they have advanced to the highest salary, \$2,750." The deans receive \$500 more than comes to the full professorship. "As a rule we do not appoint any man assistant professor until he receives a salary of \$1,500. Generally instructors receive \$1,000." Some as low as \$600. (Chancellor Chaplin, 11-29-1905.)

### University of Michigan.

Our salaries for professors run from \$2,500 to \$3,000. For junior professors they are \$2,000; for assistant professors, \$1,600; for instructors, from \$900 to \$1,200 dollars. The dean of the literary department has \$300.00 as dean and \$3,000 as professor. The dean of the engineering department is paid \$3,500 for all his services; the dean of the medical department \$3,000 for his professorship and deanship combined. The dean of the homeopathic medical college has the same, the dean of the law department, \$5,000 for his professorship and deanship combined. We pay assistants all the way from nothing up to \$500 or \$600.

I may add that we are feeling keenly the importance of raising the whole scale of our salaries because the stronger institutions in the country are trying to pick them off by offers of much larger salaries than we pay. (President James E. Angell, Nov. 29, 1905.)

### Michigan State Agricultural College.

President's salary, \$5,000 and house; regular salary of heads of departments, \$1,000 and house, or \$2,000 without house; two exceptions, professor of agriculture receives \$2,200 and house, director of station, \$2,000 and house. Assistant professors receive \$1,200 to \$1,500, and instructors from \$500 to \$1,000. We have no deans." (President J. L. Snyder, Nov. 29, 1905.)

### Massachusetts Institute of Technology.

We do not have deans for the different courses. The salary of the heads of our engineering courses is .....\$4,000.00  
The average salary of an associate professor is ..... 2,500.00  
The salary of an assistant professor ranges from \$1,500 to.. 2000.00  
The salary of instructors varies from \$800 to..... 1,500.00  
And that of assistants from \$500 to..... 600.00

### The University of Kansas.

The regular salary of deans is.....\$2,300.00  
Salary of full professors, \$1,800 to ..... 2,200.00  
Salary of associate professors, \$1,400 to. .... 1,800.00  
Salary of assistant professors, \$1,000 to ..... 1,400.00  
Salary of instructors, \$600 to ..... 1,000.00

(Chancellor Strong, Dec. 2, 1905.)



### Purdue University

Salary paid a full professor.....	2,250.00
Salary paid associate and assistant professors, \$1,400 to....	1,800.00
Salary paid instructors, \$1,000 to.....	1,400.00
Salary paid assistant instructors, \$500 to .....	1,000.00
(President W. E. Stone, Nov. 29, 1905.)	

### Columbia University.

At present, deans receive no compensation in addition to their professional salaries.

The heads of engineering departments receive \$5,000 as a rule.

The heads of the leading scientific departments receive \$5,000 as a rule.

Assistants are appointed for one year and receive \$500; tutors are appointed for one year and receive a salary of \$1,000, with an annual increase of \$100 yearly with each reappointment, up to a maximum of \$1,500. Instructors are appointed for one year and receive a salary of \$1,600, with an annual increase of \$100 yearly with each reappointment, up to a maximum of \$2,000. (President Nicholas M. Butler, 12-1-1905.)

### University of California.

No deans are given salaries as such. The head of our agricultural department, Professor Hilgard, has received \$4,000; Professor Wickson, the horticulturalist, \$3,000; the other teachers in agriculture receive \$2,000 or somewhat less; the heads of engineering departments receive \$3,000 to \$3,300; heads of other departments of the University the same. There are a few cases where the salaries of professors are the same, and in one or two cases professors receive \$4,000 and \$5,000. Associate professors receive \$2,000 and upwards, assistant professors, \$1,400 to \$1,800; instructors, \$900 to \$1,400, and assistants \$500 to \$600. (President Benj. I. Wheeler, 12-8-1905.)

### Ohio State University.

The statutes of Ohio provide that no professor shall receive more than \$2,500. We hope to have that limit repealed at the coming legislature.

We do not pay our deans any thing for their services as deans.

In the department of agriculture our salaries are just about as they are in other departments; no special difference being made. Until last year the highest salary paid in any department was \$2,250. For the current year some of the professors of long standing have been put up to the limit of the law, \$2,500, where it was twenty years ago. It so happens that our men in the department of agriculture are young men and therefore are not beyond the \$2,250 point.

With reference to engineering departments the same principle holds. The dean of the college of engineering, who is professor of ceramics, the professor of mechanical engineering, the professor of



mathematics, and some others receive \$2,500 this year. It happens that the head of the department of electrical engineering and one or two others are young men and have not therefore come up to the highest salary paid.

The leading scientific departments might be mentioned as physics, chemistry, zoology, physiology, botany, and these all receive \$2,500, the heads of these departments being men of long standing in the University. The other scientific departments have younger men at their heads who will eventually be promoted. So far as I can see there is no distinction in this University between engineering, agriculture, science, and other departments.

In the matter of assistants. We have some men to whom we have given the rank of professor within a department, not heads of departments, who are receiving \$2,000; others are receiving \$1,800. These men will eventually be given some increase, a little at a time, until they come within two or three hundred dollars of the amount paid the head of the department. Associate professors are paid from \$1,500 to \$1,800. Assistant professors are paid from \$1,200 to \$1,800. Instructors are paid from \$900 to \$1,200. Laboratory assistants are paid from \$500 to \$800. (President W. O. Thompson, 12-19-'05.)

#### State University—Salaries.

(See an excellent article written by Foulk and Earhart in the September number of the Popular Science Monthly.)

**Per Diem and Mileage of Trustees of Agricultural College for the year ending June 30, 1905:**

Name.	Per Diem.	Mileage.	Total.
J. H. Wilson .....	\$116.00	\$202.40	\$318.40
G. S. Allyn .....	56.00	77.40	133.40
W. K. Boardman .....	44.00	9.00	53.00
W. O. McElroy .....	84.00	84.90	168.90
W. R. Moninger .....	120.00	135.85	255.85
Vincent Zmat .....	112.00	252.30	364.30
J. B. Hungerford .....	200.00	295.00	495.00
Ellison Orr .....	120.00	330.00	450.00
John F. Riggs .....	32.00	27.30	59.30
E. A. Alexander .....	68.00	51.20	119.20
H. M. Letts .....	152.00	356.20	508.20
W. J. Dixon .....	244.00	500.20	744.20
	<u>\$1,348.00</u>	<u>\$2,321.75</u>	<u>\$3,669.75</u>

Per diem and Mileage or regents of State University for the year ending June 30, 1905.

Name.	Per Diem.	Mileage.	Total.
Johns F. Riggs .....	\$ 40.00	\$ 46.00	\$ 86.00
J. W. Lauder .....	48.00	61.50	109.50
Carroll Wright .....	96.00	86.00	182.00
V. L. Traynor .....	68.00	132.00	200.00



A. Abernathy .....	96.00	120.00	216.00
W. I. Babb .....	168.00	189.00	357.00
J. R. Lane .....	36.00	22.00	58.00
P. H. Holbrook .....	144.00	325.80	469.80
T. B. Hanley .....	44.00	19.60	63.60
W. D. Tisdale .....	104.00	84.60	188.60
J. H. Allen .....	140.00	175.60	315.60
C. E. Pickett .....	16.00	8.60	24.60
	<u>\$1,000.00</u>	<u>\$1,271.20</u>	<u>\$2,271.20</u>

Per diem and mileage of trustees of Iowa State Normal School for year ending June 30, 1905:

Name.	Per Diem.	Mileage.	Total.
I. J. McDuffie .....	\$140.00	\$183.60	\$323.60
W. A. McIntire .....	88.00	107.80	195.80
Roger Leavitt .....	72.00	1.60	73.60
J. F. Riggs.....	40.00	43.60	83.60
E. H. Griffin .....	112.00	133.00	245.00
B. F. Osborne .....	104.00	84.00	188.00
	<u>\$556.00</u>	<u>\$553.60</u>	<u>\$1,109.60</u>
A. Grundy, secretary.....	\$104.80		104.80
			<u>\$1,214.40</u>



**TOTAL OF SALARIES PAID TEACHERS FOR YEARS 1895-1896, TO 1904-1905, INCLUSIVE.**

State University—College of Liberal Arts...	\$ 46,125.00	\$ 52,274.98	\$ 53,050.00	\$ 53,428.43	\$ 55,555.00	\$ 69,998.85	\$ 80,988.75	\$ 85,886.66	\$ 86,577.21	\$ 87,869.53
College of Agriculture and Mechanic Arts...	48,125.00	47,330.00	47,099.33	53,321.67	62,848.37	67,763.32	82,986.64	103,228.28	128,029.09	128,466.66
Iowa State Normal School .....	27,800.00	34,100.00	37,950.00	41,410.00	45,800.00	52,240.00	57,257.80	67,540.00	67,517.77	78,588.33

**TOTAL ENROLLMENT OF STUDENTS FOR YEARS 1895-1896, TO 1904-1905, INCLUSIVE.**

State University—College of Liberal Arts....	572	644	673	698	733	950	937	754	890	869
College of Agriculture and Mechanic Arts....	588	555	873	919	930	1,064	1,272	1,271	1,412	1,363
Iowa State Normal School .....	1,079	1,195	1,430	1,509	1,551	1,504	1,469	1,489	1,814	1,849
Same—Average Attendance .....	798	850	1,001	1,063	1,076	1,044	991	1,031	944	953

**TEACHERS SALARIES PER STUDENT FOR YEARS 1895-1896 TO 1904-1905, INCLUSIVE.**

	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
State University, College of Liberal Arts...	\$ 80.64	\$ 81.17	\$ 78.82	\$ 76.54	\$ 77.15	\$ 73.68	\$ 86.43	\$ 113.24	\$ 97.28	\$ 100.54
College of Agriculture and Mechanic Arts....	81.84	85.81	53.95	58.03	67.62	63.69	65.22	81.22	90.67	94.25
Normal School based on average attendance	34.29	40.11	37.91	38.84	42.56	49.84	57.67	65.50	71.52	82.45

State University—Total amount expended in salaries of administrative and instructional staff for year 1905.....	\$164,076.86
Total amount expended in salaries for other employees for the year 1905.....	17,342.78

Total of salaries paid employees for year 1905.....	\$181,419.64
Total enrollment for the year 1905.....	1,560

Total of salaries per student for said year.....	\$ 116.23
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**COLLEGE OF AGRICULTURE AND MECHANIC ARTS.**

Total of salaries paid teachers for the year 1905 .....	\$128,466.66
Secretary and stenographer, for President's office and certain other items of expenditure.....	7,143.50
Total of Salaries paid employees other than teachers.....	20,757.63

Total of salaries paid employees for the year 1905.....	\$156,367.84
Total enrollment for the year 1905.....	1363

Total of salaries per student for said year.....	\$ 114.72
In making the foregoing estimate, the income from the farm and expenditures made on account of students taking the short courses are not considered.	

**IOWA STATE NORMAL SCHOOL.**

Total of salaries paid teachers for the year 1905.....	\$78,588.33
Total of salaries paid employees other than teachers.....	17,158.89

Total of salaries paid employees for the year 1905.....	\$95,746.72
Average attendance for said year.....	953

Total of salaries per student for the year 1905.....	\$ 100.47
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The last estimate is based on the average attendance, for the reason, that the enrollment shows many one-term students.



## IN CONCLUSION.

We have endeavored in the foregoing pages, to place before this legislative body a statement of both the law and the facts, showing the organization of our educational institutions, how they are governed, the methods employed in determining their educational and financial policies, the agencies employed in carrying out these policies and the efficiency of such agencies. We have undertaken to set forth, briefly, a like statement touching the management of the educational institutions in many of our sister states. Statistical tables have been prepared showing salaries paid teachers and other employees in the several institutions of our state for the years 1895-1896 to 1904-1905, inclusive. Salaries of teachers per student, current expenses and other items of expenditure are shown in these tables. Opinion evidence, given by heads of educational institutions, in this and other states, is set forth at some length under appropriate headings. Presidents Northrop, Holgate, Van Hise, Droppers, Andrews, Bryan and other prominent educators have given an expression of their views touching the proposed board of control and kindred questions. The student will find in the evidence submitted material upon which to base an argument for or against a common board of education.

Many of the findings of the committee are set out in the foregoing pages and need not be repeated here.

**Duplication of Work—Normal School.**—The Normal School at Cedar Falls, was created "for the special instruction and training of teachers in the common schools." The statute authorizing its organization has never been amended. Contrary to the spirit and intent of the law the Normal School now undertakes to prepare teachers for the higher grades of work in public schools and offers a four year course. Persons completing this course are entitled to the degree, "Bachelor of Arts in Education." "This diploma is the highest scholastic honor conferred by the board of trustees. It corresponds in grade of excellence and in extent of scholarship to a similar degree commonly granted by colleges and universities, and it has in addition a definite amount of technical instruction and training in the science and practice of teaching. It is conferred for the completion of four year's work, all of which must beyond the education and training given by a fully accredited high school." (June Bulletin, 49-50.) A student showing himself qualified to enter the freshman year of this course is entitled to be admitted as a freshman to any of the four year courses offered by the State University or the College of Agriculture and Mechanic Arts. Greek language and literature, Latin, German, psychology, advanced physics and chemistry, analytical geometry, trigonometry, differential and integral calculus, surveying, astronomy, taxidermy, advanced elocution, argumentation, repertoire, dramatic work and oratory are taught in this institution, organized for the express purpose of preparing teachers to teach in the common schools. Much of this work is being duplicated in each of the other educational institutions of our state and all of it is being duplicated in one or the other of said institutions.



A study of the statistical tables presented herewith, develops the fact that teacher's salaries have advanced from \$27,300, in the year 1895-1896 to \$78,588.33 in the year 1904-1905. The salaries of employees other than teachers have advanced, during said time, from \$3,665.47 to \$17,158.37. The same tables show that the average attendance of students, including persons enrolled in the preparatory department, in the first of said years was 796 and in the year 1904-1905 was 953. With an increased attendance of 157 students, there has been added to the salaries paid ten years ago the sum of \$64,481.23. The total of salaries per student in the first of said years amounted to \$38.90 and in the last year to \$100.47. The highest enrollment and the highest average attendance was reached in the year 1900. The average attendance that year was 1,076. Such attendance in the year of 1904-1905 was 953. With a decreased attendance of 123 students the salaries have advanced from \$51,300.17 in the year 1900 to \$95,746.70 in the year 1905. The teachers in Latin, in the year 1905, received a salary in excess of that paid to the Latin teachers at the State University. The amount paid professors and instructors in the college of liberal arts at the State University, in its various courses, in the year 1904-1905, is only \$8,781.20 in excess of salaries paid to teachers at the State Normal School. From the June Bulletin of the State Normal School, we take the following: "The following statements explain the full requirements for the several diplomas given by the State Normal School:

(1.) **Bachelor of Arts in Education.**—Four years of work beyond the secondary school, covering a requirement of forty-eight term credits.

(2.) **Master of Didactics; Director of Music; Physical Training, Etc.**

a. Four years of work beyond the standard of a two year county certificate, covering a requirement of forty-eight term credits.

b. Three years of work beyond the graduation of a high school, covering a period of thirty-six term credits.

(3.) **Bachelor of Didactics, Teacher of Physical Training, Manual Training, Music, Etc.**

a. Three years of work beyond the standard of a two year county certificate, covering a requirement of thirty-six term credits.

b. Two years of work beyond the graduation from a high school, covering a requirement of twenty-four term credits."

To the members of this committee it seems plain, that we have in the State Normal School a miniature university, where a large part of the work is a duplication of that done at Iowa City.

**Same—State University—Agricultural College.**—Between the State University and the College of Agriculture and Mechanic Arts there is a considerable duplication of work. Some of this duplication is necessary and some is unnecessary. Under the present system the tendency is to increase the amount of duplicated work. No good reason can be given in support of further unnecessary duplication of work at these two institutions. The governing boards and the presidents and



faculties of each of our educational institutions press their respective claims upon the legislature without regard to the needs of the other institutions. A spirit of rivalry is engendered that is, in many respects, detrimental to the educational interests of the state.

The Twenty-ninth General Assembly let down the bars and levied a special millage tax upon the taxable property of the state, for the purpose of providing for the erection, repair, improvement and equipment of buildings at each of the educational institutions. Power was thus given to the respective boards of the several institutions to erect such buildings, as might be determined upon by them. At the time, a law written into the Code by the Twenty-seventh General Assembly, and which has not been amended or repealed, provided, that when any one of the three educational institutions "shall ask appropriations for any buildings or betterments, said institution or institutions shall first have prepared by the architect provided for in this act estimates of the cost, plans and specifications of said buildings or betterments, and submit the same to the following General Assembly." The thought of the law-makers of the Twenty-seventh General Assembly was to provide a way by which the members of each succeeding legislature might be advised as to the needs of the educational institutions so far as they related to the matter of buildings and betterments. An architect was provided for, whose duties required of him that he should furnish plans and specifications and make estimates of the cost. The order of things, in part has been reversed. The tax now is first collected and the respective boards then proceed to erect buildings employing such architect or architects as to them may seem best. The sum of \$35,640.37 has been paid by these institutions to architects for the five years ending June 30, 1905. A detailed statement of the amounts paid, to whom paid and when paid will be found in the foregoing pages.

**Duplication of Work—High Schools.**—Between the state institutions for higher learning and the high schools there is a considerable amount of duplication of work. Graduates of the 180 accredited high schools are admitted to the freshman year in any of the four year courses offered by any of the institutions. The College of Agriculture and Mechanic Arts offers an academic course, introductory to the various regular courses, and "graduates of small high schools who have had two or three years of high school work" are admitted to review or regular work in the academic classes. In the school year 1904-5, 291 students were enrolled in this preparatory department.

The board of regents at the State University recently made provision for the admission of graduates from three year high schools, as irregular or unclassified students.

Students, except those able to pass the required examinations to enter the freshman class, should not be admitted to either of the two institutions last named without first having graduated from one of the accredited schools.

The people of the state should not be taxed twice to do the same kind of work.



The University and the College of Agriculture should not be allowed to enter into competition for students who ought to study in their high schools until they have finished their course, in view of the fact that we have practically an average of two of such accredited schools in every county of the state.

**Government.**—A study of the laws of the several states touching the management of educational institutions, develops the fact that boards of education are given general power to do any and everything necessary to carry out the purposes for which such institutions are organized. They administer the funds appropriated by the legislature, and in all respects are the supreme authority. In most, if not all of the states, except South Dakota, members of boards act without compensation, further than an allowance for actual expenses. In some states, as in this, a small per diem is allowed, and additional, mileage at the rate of three to twenty cents per mile.

In South Dakota the management of the educational institutions is vested in a board of five regents, each of whom receives a salary of \$1,000 a year and expenses. With the exception of South Dakota and Montana, the management of the several institutions is vested in separate boards. In no one of the states is found a common board of education, the members of which are required to give their entire time and attention to the management of its educational institutions.

**Board of Control.**—The proposition to create a small and salaried board of control is a new one. To place general and unlimited power with such a body would be a dangerous experiment. From the very nature of the case its appointees would have to be selected by the people or named by some person or persons. Under either method of appointment, the salaries that must necessarily be paid to men for assuming such responsible positions would invite place-hunters and men incompetent by reason of lack of education and experience in educational work, to creditably perform the duties assigned them. The tendency would be to place on such a board, politicians rather than educators and men of first class business qualifications. The tendency would be to lose sight of the educational side of the work, in an effort to make a favorable showing on the financial side. However, the management of the finances of our several institutions may be improved upon. Without going into details, an examination of the evidence submitted will convince the enquirer that there is room for improvement along this line.

There is also room for improvement in the educational work that is being done at the several institutions. What we desire, and what the people demand is, that every dollar appropriated for our educational institutions shall be so employed as to get the very best results.

Employees of the state, heads of departments or day laborers, should be required to give their time to the work that they are employed to do, and no employee of any of the institutions should be called upon to perform more than he is able to do. Under the present system, too many opportunities are given to idle and fritter away time.



A scheme should be devised that will give to the state good and efficient service on the part of each and all of its employees.

There should be uniformity in the methods employed to get the best results.

There should be less duplication of work at the several institutions.

One high school inspector is all that is required to gather data touching the management and efficiency of our secondary schools.

Greater care should be exercised, at one or more of the institutions, in the matter of purchase of supplies and in the letting of contracts for buildings and other improvements.

There should be more uniformity in the tuition and other fees charged the students at the several institutions.

The problem is how to bring about harmony of action and uniformity of methods at our educational institutions; how to prevent waste and how to get the best results, allowing only such duplication in the work as is necessary to make each a first class institution. To bring about this condition of affairs there must be a change in the management. A system should be devised, that will remove from politics, as far as possible, the administration of our educational institutions and at the same time, secure to the state good and efficient business management.

**Board of Regents.**—President Holgate has well said—"Whether a board of trustees should be large or small depends entirely upon how it is chosen and what its functions are." A board called upon to make rules and regulations respecting the management of educational institutions, to approve or disapprove educational policies as suggested by presidents and faculties should be large enough to be thoroughly representative.

Its members should be broad minded men, who are willing to serve the state without pay and who will act from a pure sense of duty, having in mind the educational interests of the state they are called upon to serve. To the presidents and faculties of the several institutions, properly belongs the duty of initiating courses of study. A board of the kind and character suggested would never think of arrogating to itself such work. It would be competent to pass judgment upon any policy proposed, and would be in a position to give to the needs of each of our institutions the consideration they should have.

Such a board, required to meet four times a year, and to make a study of the needs and conditions at each of the educational institutions, possessed of such information as it may obtain from the several presidents and faculties, and supplemented with such information as may be furnished to it by an executive committee employed to give its entire time and energy to the cause of education and the administering of the finances of the several institutions, under such limitations and restrictions as may be placed upon it by the legislature and the rules and regulations of such board, will be able to make to the taxpayer, and to the legislature, recommendations having the same



authority and value as those made by the present board of control of state institutions.

The government of educational institutions should be and remain in the faculties for the purposes of discipline and for purposes of educational policies. The presidents and faculties may, as a rule, be relied upon to recommend only such policies as will best subserve the cause of education. The policies should become effective, only, after approval by the board.

We therefore recommend, for the favorable consideration of this General Assembly, the creation of a board of regents for the three state educational institutions. That it may be thoroughly representative, we suggest that it should be made up of fifteen members. The powers vested in the board should be such as are generally conferred upon like bodies. Its members should be appointed by the governor by and with the advice and consent of the senate, and should hold office for six years. The original members should be appointed for terms of two, four and six years.

One of the weaknesses of the present system is the failure, in many cases, to get value received for appropriations made. We therefore recommend that power be given to such proposed board of regents to appoint an executive committee from outside its membership, to perform the duties now required by law of the treasurer of the State University, the financial agent of the College of Agriculture and Mechanic Arts, and the executive committee of the board of regents of the State University, and such other duties as may be required by law or by the board of regents.

The members of this committee should receive a salary of not less than three thousand dollars a year and they should be required to frequently visit, and keep a duplicate set of books and accounts with each institution and to make a detailed report in writing of their work, with recommendations, at each meeting of the board of regents. The members of this committee, as in the case of the presidents and other employees of our educational institutions, should be elected subject to removal at the pleasure of the board. No powers of a legislative or judicial character should be given to this committee. The work required of it should in all respects be subject to the direction, examination and approval of the board of regents.

W. P. WHIPPLE,  
DAN TURNER,  
THOMAS LAMBERT,  
R. M. WRIGHT,  
R. C. LANGAN,  
LORENZO D. TETER.



DES MOINES, IOWA, JAN. 31, 1906.

The following letter and tables are added to report, in accordance with the request made by President Storms.

COMMITTEE.

January 30, 1906.

MY DEAR SENATOR WHIPPLE:—

The exhibit sent you Sept. 12th was prepared under the following supposition, that your committee desired some general information as to the range of salaries at this institution, covering a period of the ten years past. No attempt was made to discriminate between educational work, station work or administration; neither was any attempt made to give the exact figures for partial years of service but simply the salary basis was stated in most cases at the maximum, for the full year, so as to show the amount of individual salaries paid. Some errors, moreover, appear in this exhibit as prepared by the assistant employed for that purpose. The figures published by the committee in its report are conceded to be those furnished to it by the college.

Learning since that you wished to discriminate as to the expenses of the institution for its educational work, we would respectfully ask the substitution or addition of the following exhibits, showing the amounts paid the instruction force in educational departments and including a summary showing the cost of such instruction for each department. In these last exhibits, the year 1896, etc., is considered to cover the fiscal year beginning July 1, 1895, and closing June 30, 1896. In the previous exhibit, as submitted, the year 1896 was considered to cover the period from July 1, 1896, to June 30, 1897.

You will find also appended to the exhibit now submitted an account of partial salaries paid from the Engineering Experiment Station fund, from the repairs, improvement and room rent fund, and the net cost per student for instruction work proper.

In exhibit B is shown the salaries of the administrative officers, including the librarian and assistants, and in exhibit C the amount of the state and national funds paid out on account of current expenses and equipment of the different educational departments. Exhibit D shows the general expenses of the College, aside from the exhibits already made. In addition you will find a statement of the salaries for stenographers, clerical help, etc, and for help in the departments in preparation of material, in making and caring for apparatus, etc., and for labor connected with heating, lighting and janitor service and the care of the grounds. Appended is also a statement of the Experiment Station funds, covering a period of ten years; giving the salaries of the station staff and assistants and for the expenses of the various sections of the Experiment Station.

These exhibits, as prepared by Secretary Stanton, we believe to be accurate and complete as covering all points in your inquiry and for the purposes you have in mind.

Very sincerely,

A. B. STORMS.

HON. W. P. WHIPPLE,  
Des Moines, Iowa.



# EXHIBIT A.

This exhibit gives in detail the amounts paid the instructing force in the educational departments, and includes a summary showing the cost of such instruction for each department.

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	1896.	1897.	*1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Mathematics.										
E. W. Stanton, Professor and Dean of Junior College.....	1587.74	1593.86	1105.53	1666.60	1799.93	1800.00	1800.00	2300.00	2400.00	2400.00
Maria M. Roberts.....					900.00	900.00	983.83	1083.33	1100.00	1225.00
Instructors and Assistants.....	1461.77	1450.00	1077.64	1848.24	1295.00	2134.03	1917.40	3175.80	3486.97	3900.00
Military.										
J. R. Lincoln.....	1790.00	1795.00	1079.41	575.00	1183.30	1000.00	1000.00	1000.00	1000.00	1000.00
Herman Knapp.....				837.50						
Chemistry.....										
A. A. Bennett.....	1591.07	1595.52	1022.20	1713.31	1800.00	1800.00	1800.00	1966.67	2000.00	2000.00
Lola Placeway.....								925.00	833.84	1000.00
W. F. Coover.....										1000.00
Assistants.....	925.00	925.00	475.00	950.00	950.00	950.00	1050.00	973.75	1700.00	2443.67
Zoology.....										
Herbert Osborn.....	1292.74	1296.35	830.53	216.68						
H. E. Summers.....				1083.30	1299.96	1300.00	1300.00	1466.67	1500.00	1500.00
J. E. Guthrie.....								900.00	900.00	833.33
Assistants.....	248.72	47.38	66.66	191.40	300.00	300.00	329.95			500.00
History and Philosophy.....										
W. H. Wynn.....	1790.00	1795.00	1150.00	1300.00	1400.00					
O. H. Cessna.....						1541.60	1850.00	2225.00	2300.00	2300.00
Paul S. Peirce.....										833.83
Assistants.....							291.80	1180.00	1400.00	600.00
Botany.....										
L. H. Pammel.....	1491.67	1495.84	953.33	1500.00	1500.00	1666.66	1700.00	1700.00	1700.00	1700.00
Assistants.....	300.00	480.00	174.99	350.00	349.79	849.98	851.80	748.71	747.00	1250.00
Domestic Economy.....										
Mrs. Owens.....	237.76									
Gertrude Coburn.....	756.01	1196.67	766.67	1200.00	800.00					
Mary A. Sabin.....						400.00	1200.00	1200.00	200.00	
Georgetta Witter.....										1000.00
Assistants.....				600.00	1060.00	1835.72	900.00	1800.00	2300.00	1500.00
Agricultural Department.	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
James Wilson.....	1,243.06	378.52	25.00							
C. F. Curtiss, Prof. and Dean of Agri..		451.33	415.23	649.92	649.92	1,200.00	2,233.38	2,291.68	2,841.68	5,083.88
James Atkinson.....						883.33	299.97			
Foreman.....	550.00	600.00	400.00	600.00	800.00	883.83	900.00	983.35	999.96	641.87
Assistants.....		400.00			249.92	200.00	200.00			



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
<b>Agricultural Chemistry.</b>										
J. B. Weems.....	\$ 896.07	\$ 898.02	\$ 447.20	\$ 699.96	\$ 699.66	\$ 1,000.00	\$ 1,000.00	\$ 1,166.66	\$ 900.00	\$ 150.00
L. G. Michael.....										50.00
Assistants.....	118.19	100.00			173.40	895.10	400.00	878.90	500.00	
<b>English and Latin.</b>										
Margaret Doolittle.....	895.00	897.50	575.00	150.00						
A. B. Noble.....				1,411.11	1,599.96	1,600.00	1,600.00	1,766.67	1,800.00	1,800.00
Bessie B. Larrabee.....								900.00	750.00	150.00
Elizabeth MacLean.....								900.00	750.00	983.23
Instructors and Assistants.....				600.00	1,600.00	1,950.00	2,569.90	2,122.00	2,500.00	3,200.00
<b>Physics and Electrical Engineering.</b>										
W. S. Franklin.....	1,790.00	1,945.00								
L. B. Spinney.....	627.50	1,047.50	775.00	1,500.00	1,500.00	1,500.00	1,500.00	1,666.67	1,700.00	1,783.33
B. S. Lanphear.....						1,166.60	1,400.00	1,400.00	1,400.00	849.98
F. A. Fish.....										600.00
Adolph Shane.....										1,000.00
Instructors and Assistants.....		96.06	850.00	800.00	900.00	300.00	300.00	1,900.00	1,900.00	1,600.00
<b>Mechanical Engineering.</b>										
G. W. Bissell.....	1,790.00	1,756.10	1,022.20	1,599.96	1,599.96	1,683.26	1,700.00	1,866.77	1,900.00	1,900.00
W. H. Meeker.....	1,392.14	1,396.04	894.39	1,399.92	1,399.92	1,400.00	1,566.65	1,766.66	1,800.00	1,800.00
H. W. Dow.....								1,166.66	1,400.00	1,483.33
W. M. Wilson.....										1,000.00
Assistants.....	2,950.60	2,900.00	1,545.36	3,086.25	3,137.10	4,155.00	3,811.81	4,760.00	5,415.61	5,863.51
<b>Civil Engineering.</b>										
A. Marston, Prof. and Dean of Engineer'g	1,591.07	1,595.52	1,022.20	1,999.92	1,999.62	2,000.00	2,000.04	2,000.00	2,000.00	2,300.00
Elmina Wilson.....							800.00	1,050.00	183.32	
L. E. Ashbaugh.....								1,250.00	1,500.00	1,583.33
Frank French.....									916.68	1,350.00
Assistant Professor.....							1,200.00	200.00		
T. H. MacDonald.....										166.60
Assistants.....	880.00	800.00	150.00	799.96	800.00	800.00		600.00	600.00	1,100.99
<b>French and German.</b>										
Celia Ford.....	784.00	249.99								
L. M. Allis.....	269.79	747.20	688.86	1,066.64	1,200.00	1,200.00	1,200.00	1,283.33	1,300.00	1,383.33
Instructors.....						600.00	600.00	700.00	1,300.00	2,300.00
<b>Preceptress.</b>										
Mrs. S. S. Smith.....	522.91	747.92	479.17	750.00	875.00					
Mrs. M. H. Kilbourne.....						750.00	900.00	900.06	900.00	900.00
<b>Animal Husbandry.</b>										
John A. Craig.....			525.00	900.00	900.00	900.00	150.00			
W. J. Kennedy.....							716.69	1,008.32	1,058.32	822.92
W. J. Rutherford.....									500.00	400.00
Assistants.....								533.33	400.00	1,200.00
<b>Veterinary Science.</b>										
M. Stalker.....	1,591.07	1,595.52	1,022.20	1,788.32	1,599.96	266.66				
W. B. Niles.....	1,193.83	1,196.67	766.67	200.00						







	1896	1897	1898*	1899	1900	1901	1902	1903	1904	1905
Music.										
Marie Chambers .....	\$ 148.59									
Mr. and Mrs. F. J. Resler.....	500.00	\$ 500.00	\$ 300.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 500.00	\$ 500.00
Total salaries of Instructing force.....	\$ 88,173.44	\$ 89,879.49	\$ 24,187.58	\$ 41,885.48	\$ 44,536.17	\$ 52,605.12	\$ 58,074.35	\$ 76,196.27	\$ 81,339.62	\$ 96,961.61

\* Partial year, November 11, 1897 to June 30, 1898.



The following salaries in addition to those given in the 1905 column were paid to the parties mentioned and charged to the accounts specified:

To Whom Paid.	Engineering Experiment Station Fund	Repairs, Im- provements & Room Rent	Total
G. W. Bissell, superintendent of construction, heating, lighting and building .....	\$ 163.67	\$ 166.67	\$ 330.34
A. Marston, superintendent of construction, buildings. ....	208.34	200.00	408.34
L. B. Spinney.....	166.67		166.67
S. W. Beyer.....	83.33		83.33
H. Knapp, dispersing office for building fund.....		83.33	83.33
I. A. Williams.....	83.34		83.34
Totals.....	\$708.35	\$450.60	\$1,158.55



# SUMMARY.

Showing aggregate salaries of instructing force in each department and in the College as a whole.

	1893	1897.	1898. *	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Mathematics .....	\$ 3,049.51	\$ 3,048.88	\$ 2,183.17	\$ 3,514.84	\$ 3,994.83	\$ 4,834.03	\$ 4,700.73	\$ 6,559.13	\$ 6,986.97	\$ 7,525.00
Military .....	1,790.00	1,795.00	1,079.41	912.50	1,133.80	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Chemistry .....	2,546.07	2,520.52	1,497.20	2,663.81	2,750.00	2,750.00	2,850.00	3,865.42	4,533.34	6,443.67
Zoology .....	1,541.46	1,343.68	897.19	1,491.38	1,599.96	1,600.00	1,629.95	2,366.67	2,400.00	2,833.30
History and Philosophy .....	1,790.00	1,795.00	1,150.00	1,300.00	1,400.00	1,541.60	2,141.80	3,405.00	3,700.00	3,733.33
Botany .....	1,791.67	1,975.84	1,133.32	1,850.00	1,849.79	2,016.62	2,051.80	2,448.71	2,447.00	2,950.00
Domestic Economy .....	993.77	1,196.67	766.67	1,800.00	1,800.00	1,735.72	2,100.00	3,000.00	2,500.00	2,500.00
**Agricultural Department .....	1,793.06	1,829.85	840.23	1,249.92	1,699.84	2,666.63	3,633.35	3,275.03	3,341.64	2,675.20
Agricultural Chemistry .....	809.28	798.02	447.20	699.96	873.86	1,395.10	1,400.00	1,545.56	1,400.00	200.00
English and Latin .....	895.00	897.50	575.00	2,161.11	8,199.96	3,550.00	4,169.90	5,688.67	5,800.00	6,133.33
Physics and Electrical Engineering .....	2,417.50	3,088.56	1,125.00	2,300.00	2,400.00	2,966.60	3,200.00	4,966.67	5,000.00	5,333.34
Mechanical Engineering .....	6,132.14	6,052.14	3,461.85	6,086.13	6,136.98	7,238.26	7,078.46	9,559.99	10,515.61	12,046.84
Civil Engineering .....	1,921.07	1,895.52	1,172.20	2,799.88	2,799.92	2,800.00	4,000.04	5,100.00	5,200.00	6,499.93
French and German .....	1,053.86	997.19	638.86	1,066.64	1,200.00	1,800.00	1,800.00	1,983.33	2,600.00	3,683.33
Preceptress .....	522.91	747.92	479.17	750.00	875.00	750.00	900.00	900.00	900.00	900.00
Animal Husbandry .....			525.00	900.00	900.00	900.00	866.68	1,541.95	1,958.32	2,422.92
Veterinary Science .....	2,984.40	2,992.19	1,863.87	2,495.82	2,049.96	2,949.17	3,260.00	5,149.93	4,261.98	5,999.98
Horticulture .....	2,078.77	2,095.17	1,341.18	2,099.88	2,073.25	1,744.29	2,725.00	2,925.00	1,911.48	2,614.62
Public Speaking .....	418.33	598.34	449.97	1,133.32	1,200.00	1,200.00	1,300.00	1,650.00	2,112.00	2,616.66
Geology and Mining Engineering .....	836.66	1,019.84	755.52	1,549.96	1,599.96	2,849.88	3,266.66	3,766.00	3,950.00	4,366.65
Latin and Physical Culture .....						833.30	166.66			
Dairy .....	1,200.00	1,200.00	866.64	1,560.87	1,700.00	1,939.92	2,133.32	2,400.00	2,783.26	3,204.17
College Physician .....	994.41	997.16	638.87	899.96	699.96	943.80	1,100.00	1,100.00	1,100.00	1,100.00
Agronomy .....								1,399.51	3,566.68	5,846.12
Economic Science .....								1,000.00	833.34	1,416.66
Civics .....										1,666.66
Physical Director .....										750.00
Music .....	648.59	500.00	300.00	600.00	600.00	600.00	600.00	600.00	500.00	500.00
Totals .....	\$ 38,173.44	\$ 39,379.49	\$ 24,187.52	\$ 41,885.48	\$ 44,586.17	\$ 52,605.12	\$ 58,074.85	\$ 76,196.27	\$ 81,339.62	\$ 96,961.61

\* Partial year from November 11, 1897, to June 30, 1898. \*\* Divided in later years in Agriculture, Animal Husbandry and Agronomy.

Salaries of instructors for 1905, \$96,961.61; attendance, 1,363; cost per student, \$71.14.

## EXPLANATORY:

1. When salaries are divided between the College and the Experiment Station, full allowance is made by the Trustees for the benefit students receive from the Station work.
2. The cost of instruction for the Winter Short Course is included in the foregoing amount, but no account is taken of the short course students in determining the enrollment.
3. Instruction in schools of Technology, with their numerous laboratories and shops, is necessarily more costly than in ordinary colleges. The low per capita cost shown by the foregoing exhibit should be judged in the light of this fact.



# EXHIBIT B.

THIS EXHIBIT GIVES THE SALARIES OF ADMINISTRATIVE OFFICERS, INCLUDING LIBRARIAN AND ASSISTANTS.

W. M. Beardshear, President .....	\$ 3,828.57	\$ 3,839.27	\$ 2,459.70	\$ 3,849.96	\$ 8,849.98	\$ 4,350.00	\$ 4,350.00	\$ 1,812.50	\$ 4,166.66	\$ 5,000.00
A. B. Storms, President .....	600.00	600.00	300.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00
E. W. Stanton, Secretary of Board..	693.07	698.02	747.20	849.98	909.97	1,009.60	973.40	1,166.66	1,200.20	1,200.00
Herman Knapp, Treasurer .....	566.92	600.00	370.83	600.00	600.00	655.77	687.10	829.12	850.00	808.33
Vina E. Clark, Librarian .....	150.00	150.00	175.00	350.00	350.00	474.96	564.68	774.96	823.13	800.00
Assistants in Library .....										
Totals .....	\$ 5,841.56	\$ 5,887.29	\$ 4,052.73	\$ 6,249.92	\$ 6,809.93	\$ 7,090.33	\$ 7,175.18	\$ 5,183.24	\$ 7,689.79	\$ 8,408.33



# EXHIBIT C.

This Exhibit gives the amount of state and national funds paid out on account of the current expenses and equipment of the different educational departments.

	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905
Agriculture.....	\$ 1,575.76	\$ 1,999.77	\$ 1,485.76	\$ 2,476.56	\$ 2,688.18	\$ 2,223.74	\$ 2,682.62	\$ 2,781.24	\$ 3,197.06	\$ 3,449.38
Agricultural Chemistry.....	394.12	400.81	426.00	498.66	528.11	486.78	496.59	608.52	157.89	81.40
Dairy and Creamery.....	889.71	1,059.86	-334.37	1,881.40	1,086.64	1,211.95	1,152.16	1,468.94	3,824.60	1,677.99
Horticulture.....	648.76	837.35	-1,220.98	1,500.00	1,495.74	1,027.99	1,394.16	2,125.59	1,277.95	1,626.46
Animal Husbandry.....								1,102.70	796.70	662.73
Agronomy.....								886.01	5,718.74	2,423.96
Veterinary.....	347.51	303.58	94.68	355.99	341.71	304.32	498.21	519.77	520.00	606.42
Mechanical Engineering.....	1,875.00	1,679.09	1,219.38	495.00	999.06	1,200.00	514.89	1,698.68	742.89	1,200.94
Civil Engineering.....	599.93	793.95	403.78	800.00	1,349.66	1,397.65	1,940.82	2,599.98	3,010.48	1,766.40
Electrical Engineering and Physics.....	117.35	765.90	266.48	1,855.00	1,408.51	1,498.51	1,149.89	999.97	1,392.86	1,923.60
Mining Engineering.....	686.71	93.74	10.55	99.79	299.97	399.94	531.04	728.28	916.88	1,038.33
Military.....	317.37	196.83	166.73	199.64	107.76	99.96	99.80	99.82	181.21	491.24
Chemistry.....	552.13	631.16	526.71	90.05	447.40	430.71	271.17	672.09	571.66	888.73
Zoology and Entomology.....	604.74	618.14	619.14	349.48	289.88	399.18	855.14	1,148.10	799.99	1,038.47
Pathology.....	204.82	64.48	33.29	92.08	52.02	94.17				
Botany.....	298.96	299.61	452.60	296.57	349.88	521.94	522.88	673.44	963.66	824.81
Domestic Economy.....	260.01	814.24	208.64	374.30	291.28	283.70	296.81	349.93	156.63	237.43
Music.....	37.90	28.82	63.60	39.47	33.08	83.56	101.54	410.89	95.28	99.60
Library.....	1,869.00	1,750.58	1,090.99	1,741.39	1,655.29	1,947.42	1,946.23	3,288.22	1,952.59	2,770.70
English Literature and Rhetoric.....				120.00	200.00	299.77	314.41	421.67	-178.77	263.15
Public Speaking.....								61.73	-142.27	-63.94
French and German.....								72.55	150.00	22.44
Mathematics.....					96.49	147.02	607.88	781.21	100.00	615.60
Engineering Dean's Office.....										244.20
Economic Science.....			22.00	69.80	66.73		4.90	24.00	16.74	48.87
Civics.....										44.88
Geology.....				190.00	200.00	199.53	299.48	489.05	280.10	191.87
History.....								100.00	85.00	366.79
Totals.....	\$ 12,279.78	\$ 11,837.86	\$ 5,534.98	\$ 13,460.73	\$ 14,283.11	\$ 14,257.83	\$ 15,189.52	\$ 23,561.83	\$ 26,592.82	\$ 24,492.45



# EXHIBIT D.

THIS EXHIBIT SHOWS THE GENERAL EXPENSES OF THE COLLEGE, AS SPECIFIED.

Public grounds .....	\$ 1,192.85	\$ 1,287.64	\$ 1,220.60	\$ 1,323.37	\$ 1,125.85	\$ 1,276.83	\$ 1,893.72	\$ 1,497.84	\$ 2,130.93	\$ 1,505.66
Public rooms, heating, lighting and janitor service.....	3,885.10	2,700.16	1,976.90	4,432.05	64.75	4,016.05	1,389.69	8,845.49	12,572.21	15,000.00
Sabbath services .....	474.80	429.15	268.25	423.03	445.76	416.75	451.94	452.75	449.96	429.36
Contingent expenses, including clerk hire and stationery for administrative offices, catalog, compendium and advertising, proc-tors, telephone and all contingent expenses	4,951.76	4,558.12	5,260.29	6,719.82	8,268.59	6,499.28	9,156.59	9,004.69	9,138.70	12,038.83
Total .....	\$ 10,504.51	\$ 8,975.07	\$ 8,724.04	\$8,900.27	\$ 9,904.95	\$ 12,208.91	\$ 12,391.94	\$ 19,300.27	\$ 24,291.80	\$ 28,973.85

The four preceding exhibits taken together show the cost to the state and nation of the maintenance of the educational departments of the college.

Students pay for materials used by them in the laboratories and also a fee of \$5.00 per semester, which goes to cover, in part, the cost of heating, lighting and janitor service in the public buildings used by them. It is claimed by some that these fees should be included in determining the cost of the educational side of the college. The report of the secretary to the present General Assembly is made up on this basis and shows the gross expenditure rather than net cost to the state.



The following table shows the salaries paid to the instructional staff, administrative officers, and to employees other than teachers in all the departments of the College proper. Wages of workmen paid by one department and then charged over to another department are counted only once. Purely commercial labor paid for from the product sold is also omitted. The table covers the last four years:

	1902.	1903.	1904.	1905.
1. Salaries of instructing force .....	\$58,074.35	76,196.27	81,839.62	98,981.61
2. Salaries of administrative officers, librarian and assistant .....	7,175.13	5,183.24	7,639.94	8,408.83
3. For stenographic and clerical help in the administrative offices and for proctors, chime ringers, and preceptress' assistants .....	2,093.25	3,484.89	4,680.39	5,806.71
4. For stenographic and clerical help in the departments and for labor in gathering and classifying collections, making apparatus and caring for same, caring for stock, and for all other work in shop, field and laboratory connected with student instruction .....	5,848.73	9,174.49	9,964.23	9,642.66
5. For labor connected with heating, lighting and janitor service of public buildings and care of public grounds .....	10,881.82	12,706.83	15,696.80	16,156.12
Total salary and wages .....	\$84,972.78	106,895.72	119,820.88	136,975.43
Total labor for 1905, \$136,975.43; attendance, 1363; cost per student, \$100.49.				



The following exhibit shows the expenditures for salaries and current expenses on account of the Experiment Station for the past ten years.

### EXPERIMENT STATION.

	1896.	1897.	1898*	1899.	1900.	1901.	1902.	1903.	1904.	1905.
<i>Salaries of Station Staff.</i>										
Director.										
James Wilson.....	1242.95	378.48								
C. F. Curtiss.....	1760.26	1370.00	750.00	1462.50	1350.00	800.00	599.93	708.32	658.32	1883.33
Horticulture.										
J. L. Budd.....	\$ 298.33	\$ 274.17	\$ 166.67	\$ 325.00						
John Craig.....					300.00	112.50				
H. C. Price.....						112.50	675.00	675.00	112.50	
A. T. Erwin.....									662.50	693.75
E. E. Little.....						80.00				950.00
Entomology.										
Herbert Osborn.....	298.33	274.17	166.67	50.00						
H. E. Summers.....				150.00	300.00	300.00	300.00	300.00	300.00	300.00
Botany.										
L. H. Pammel ..	298.33	274.17	166.67	325.00	300.00	300.00	300.00	300.00	300.00	300.00
Chemistry.										
J. B. Weems.....	895.00	822.50	500.00	975.00	900.00	600.00	600.00	600.00	900.00	150.00
L. G. Michael...										700.00
Veterinary.										
W. B. Niles.....	497.14	456.88	277.73	83.32						
J. J. Repp.....				300.00	900.00	600.00	600.00	600.00	100.00	
C. W. Gay.....									833.33	66.66
Treasurer.										
Herman Knapp.....	248.57	228.44	138.87	270.83	250.00	250.00	250.04	250.00	250.00	250.00
Dairy.										
H. C. Wallace.....	100.00									
G. L. McKay.....										250.00
F. W. Bouska.....										387.50
C. Larsen.....										625.00
Animal Husbandry.										
John A. Craig.....			875.00	975.00	900.00	900.00	150.00			
W. J. Kennedy.....							150.00		191.68	789.58
F. R. Marshall ..								450.00		
W. J. Rutherford.									500.00	133.33
Agronomy.										
James Atkinson.....			833.30	866.66	800.00	600.00	450.00			
P. G. Holden.....								974.97	1,000.00	1,650.00
W. H. Olin.....									583.33	
L. S. Klinck.....										400.00
J. G. Haney.....										175.00



	1896.	1897.	1898.	1899.	1900.	1901.	1902.	1903.	1904.	1905.
Soils.										
W. H. Stevenson.....									683.83	866.66
O. W. Wilcox.....										141.12
I. O. Schaub.....										875.00
Farm Mechanics										
C. J. Zintheo.....									666.66	800.00
Photographer										
E. S. Gardner.....										1,250.00
Librarian										
Vina E. Clark.....										83.83
Salaries of Assistants in Sections.....	1,933.99	2,200.28	1,786.62	2,699.10	2,181.96	2,836.82	2,857.99	3,615.65	3,288.25	4,711.61
Total Salaries.....	\$ 7,572.90	\$ 8,279.09	\$ 4,661.53	\$ 8,482.41	\$ 8,181.96	\$ 7,491.82	\$ 6,432.99	\$ 8,473.94	\$ 10,529.90	\$ 17,431.87
Current Expenses of Sections.....	7,427.10	8,720.91	2,838.47	6,517.59	6,818.04	7,508.18	6,774.67	15,382.14	16,880.41	22,400.71
Totals.....	\$ 15,000.00	\$ 15,000.00	\$ 7,500.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 14,207.56	\$ 23,856.08	\$ 27,410.31	\$ 39,832.58



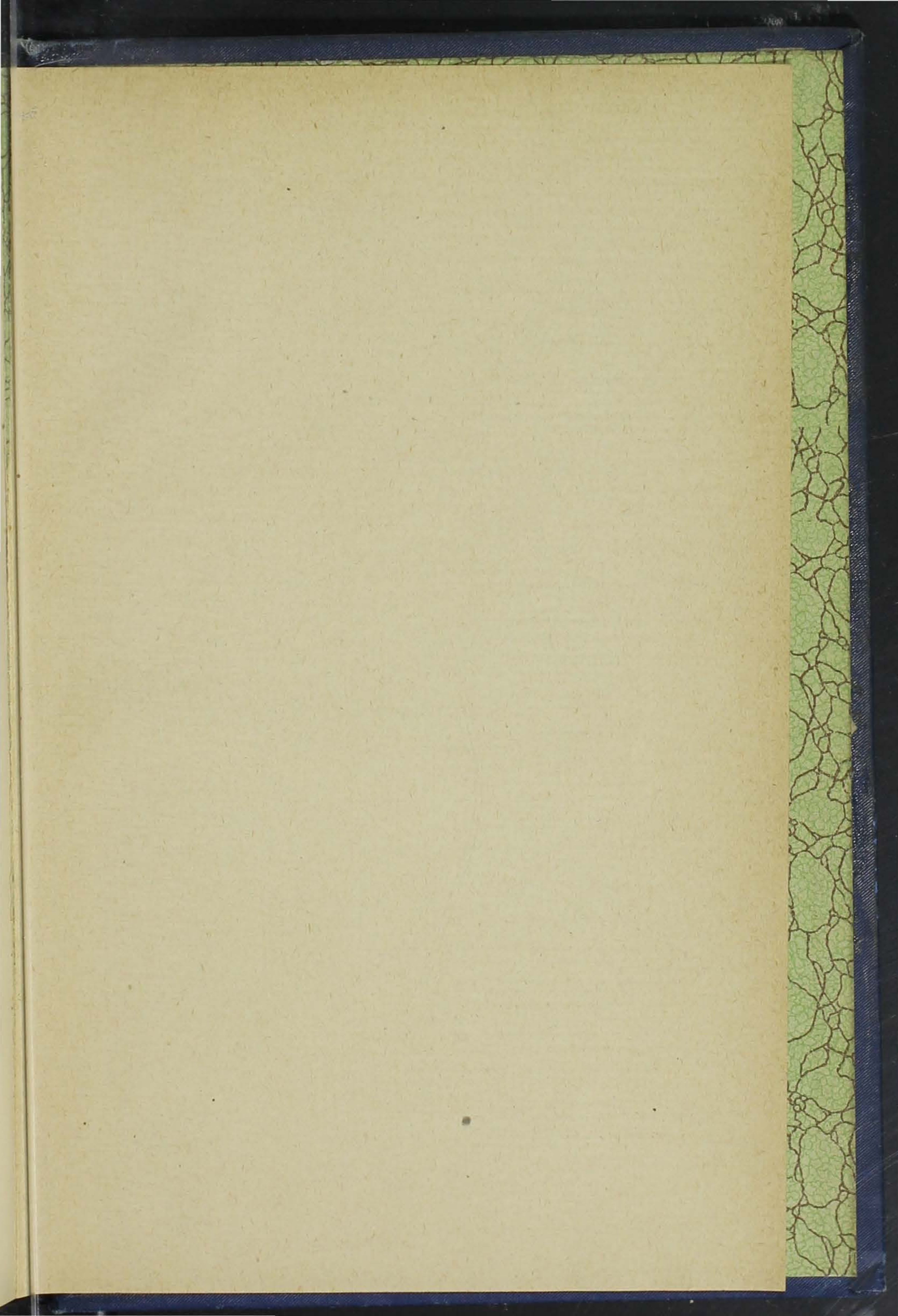
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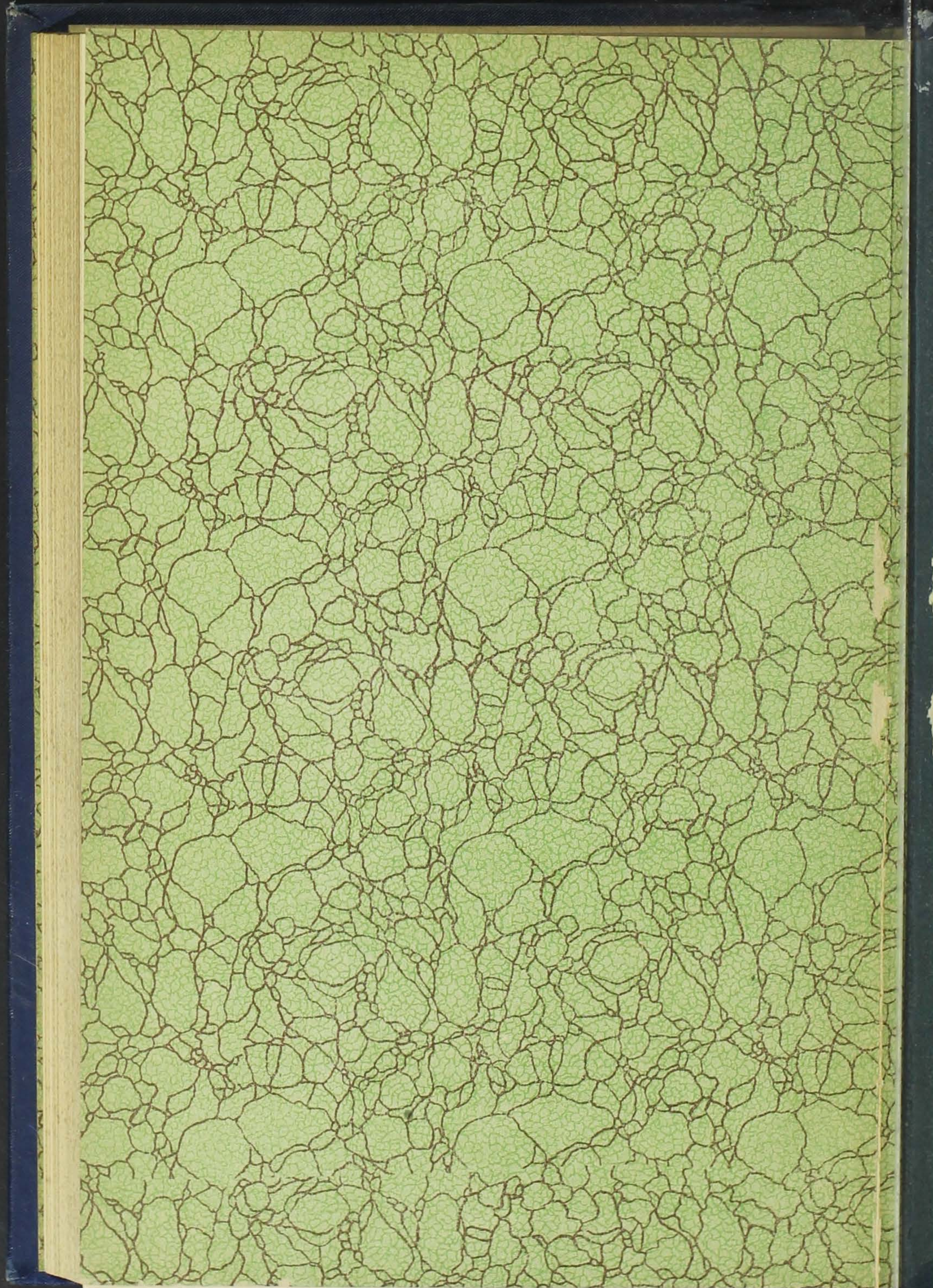


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